



INTEGRATED ANNUAL REPORT 2023

30

30 Years of Earning Trust



CORONATION

TRUST IS EARNED™

30 Years of Earning Trust

Have you heard the story of us?

Of the brave few who, in 1993, heard convictions call
To build, to create long-lasting legacies
To pursue a journey of purpose with boldness
Connecting today's reality to tomorrow's prosperity
This is the story of us
This is the story of Trust

Oh, and what a road it has been

With earning Trust as our guide
We've travelled far and wide
From the table in the Cape to a global plane
Opening up the world
Remaining singular in approach
Facing each dawn with determination
Ultimately pulling the future closer to this generation

And with laser focus

We stand firm on our principles
Passion uniting tremendous talent
Our backs strengthened by carrying a common vision that Client is King
And no matter the obstacles, we bear the weight to achieve the win
Always looking through the noise to seize opportunity
For our partners, for our people

And since 1993, 2003, 2013

We've risen and become multi-award winning
Joining the realm of royalty on the JSE
From one decade to the next, pioneering and innovating

And now in 2023, we stand and salute you

For your courage to run with hopeful ambition towards a mutual mission
For you were entrusted with South Africa's dreams
And you've partnered with us
To follow through with unwavering intent

So, let us continue to show up and never relent

To be the leaders in our market
Leapfrogging our competitors
Driven by a self-belief
Sending waves of hope across our nation

In 1993 the brave few answered conviction's call

Now it belongs to us all
And we will continue to take you places
For 30 years before and certainly for 30 more

This is the story of us

Written and recited by Puno Selesho, watch her performance [here](#)



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Scope of the report

Our Integrated Annual Report (the report) for the financial year ended 30 September 2023 describes the performance of Coronation Fund Managers Ltd and its wholly owned subsidiaries (Coronation, or the Company, or the Group) and how we create long-term financial value for our stakeholders.

While the report focuses on the requirements of shareholders, all material stakeholders are considered. This includes our clients, without whom we have no business, and our employees, who play a critical role in delivering superior long-term investment and client service outperformance. For details on our business activities and the impact thereof on value creation for the economy and broader society, as well as on the environment, please refer to our annual *Sustainability Report*.

This Integrated Annual Report has been compiled, where applicable, in compliance with International Financial Reporting Standards (IFRS), the Companies Act, No. 71 of 2008 (as amended) (Companies Act), King IV™ Report on Corporate Governance for South Africa, 2016 (King IV™)¹ and the Listings Requirements of the JSE Ltd (JSE) (JSE Listings Requirements).

The content of the report is also guided by the principles of the Integrated Reporting Framework and the Global Reporting Initiative Standards, as well as recommendations of the International Sustainability Standards Board's <IR> Framework, the recommendations of the now-concluded Task Force on Climate-Related Financial Disclosures, and the JSE Sustainability and Climate Disclosure Guidelines. Our King IV™ application register is published on www.coronation.com.

In considering the application of the six capitals as recommended by the Integrated Reporting Framework, the financial, human, intellectual, natural, and social and relationship capitals are the most material to our business in creating value for stakeholders. As the manufacturing capital has minimal impact on the Company, our reporting is focused on the five capitals mentioned above.

Key sections of this report:

About Us →

Leadership Statements →

Governance and Related Reports →

Remuneration Report →

We continue to be committed to enhancing our reporting framework to ensure comprehensive disclosure. Our reporting suite comprises the following reports and their ancillary documents:

Integrated Annual Report →

Stewardship Report →

Annual Financial Statements →

Notice to Shareholders →

Sustainability Report →

Carbon Footprint Assessment →

All reports are published in the Stakeholder Relations section on www.coronation.com.

DISCLAIMER – FORWARD-LOOKING STATEMENTS

Several statements in this report could be constituted as forward-looking statements. These are not statements of fact, guarantees or predictions of future performance. The information on which any perceived forward-looking statements is based was not audited and no assurance can be provided thereon. Stakeholders should exercise caution before placing any reliance on these statements.

Directors' approval

The Board of Directors (the Board) acknowledges responsibility for ensuring the integrity of this report which has been guided by the principles of the Integrated Reporting Framework. The directors have applied their collective minds and agree that all known aspects that are material to the creation of value are addressed in this report and that it offers a balanced view of Coronation's ability to create value.

The content of this report has, accordingly, been approved for the year ended 30 September 2023. The directors have reviewed the annual financial statements and the content of this report and are satisfied that the Group has adequate resources to continue operating for the foreseeable future. For this reason, the financial statements have been prepared on the going concern basis.

Consolidated summary financial information is included in this report (→ *refer to page 132*). The full set of audited annual financial statements and the auditor's report can be found in the Stakeholder Relations section on www.coronation.com. All information is reported for the year ended 30 September 2023, unless otherwise indicated. This report was approved by the Board of Directors on 22 December 2023.

Alexandra Watson

Sakhiwd (Saks) Ntombela

Hugo Nelson

Judith February

Lulama Boyce

Madichaba Nhlumayo

Neil Brown

Phakamani Hadebe

Anton Pillay

Mary-Anne Musekiwa

More details on our Board members *are available here*.



About us

For three demanding and rewarding decades, we have been growing long-term wealth for our institutional and personal investment clients, while building a transformed and inclusive investment firm. Our business generates financial capital by earning management and performance fees on the assets we manage on behalf of our clients. Coronation's continued success is due to our clients, who entrust us to manage their assets, and our diverse team of talented employees, all of whom are committed to our core purpose of delivering superior long-term investment outperformance for the benefit of all stakeholders.

A PROUD SOUTH AFRICAN COMPANY FOR 30 YEARS

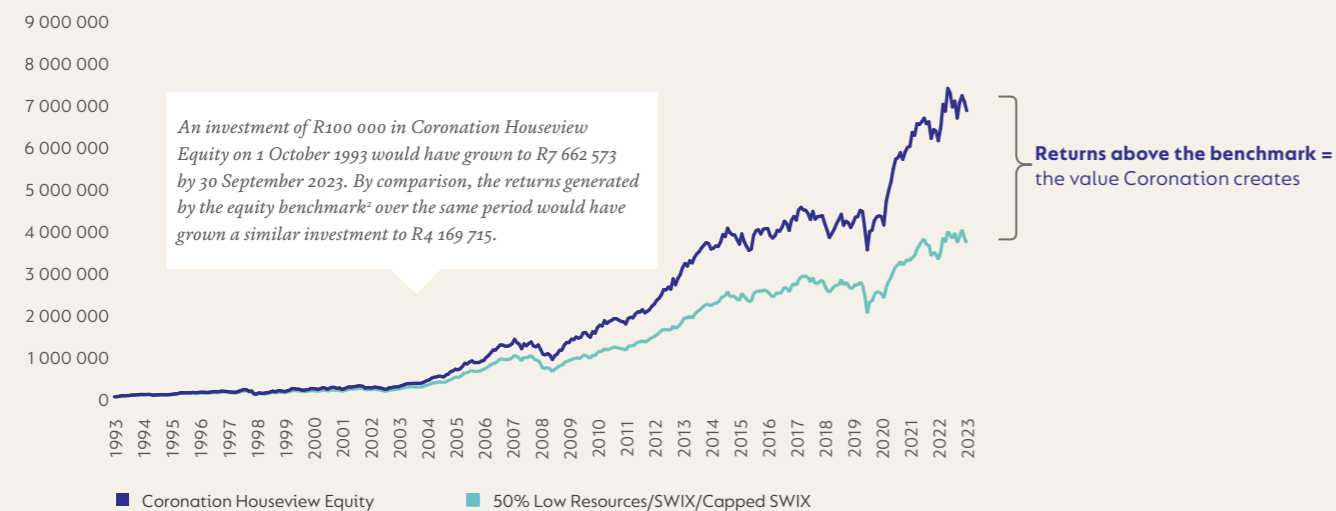
As one of the largest independent asset managers in South Africa, we invest the long-term savings of millions of South Africans. Our clients include individuals, retirement funds, medical schemes and financial institutions. We also manage assets for several leading international retirement funds, endowments and family offices.

We understand that we have been granted a social licence to operate. We earn this in the ways in which we invest and run our business. In everything we do, we are guided by five strategic focus areas, namely: delivering long-term investment outperformance, enhancing our excellent client service, developing our global footprint, championing active corporate citizenship, and strengthening operational resilience.

VALUE CREATED BY OUR HOUSEVIEW EQUITY STRATEGY

more than the benchmark since inception

84%



¹ As at 30 September 2023, company-wide, asset-weighted since-inception track record for funds with ≥10-year track records

² FTSE/JSE Capped Shareholder Weighted Index from 1 May 2017. Previously 50% Resources (inception to 31 January 2002) and FTSE/JSE Shareholder Weighted Index (1 February 2002 to 30 April 2017)

ACTIVE STEWARDSHIP

As an active owner and a responsible investor, we support a just transition to a greener, sustainable future and more equitable world.³

Active engagement



Voting in line with our principles

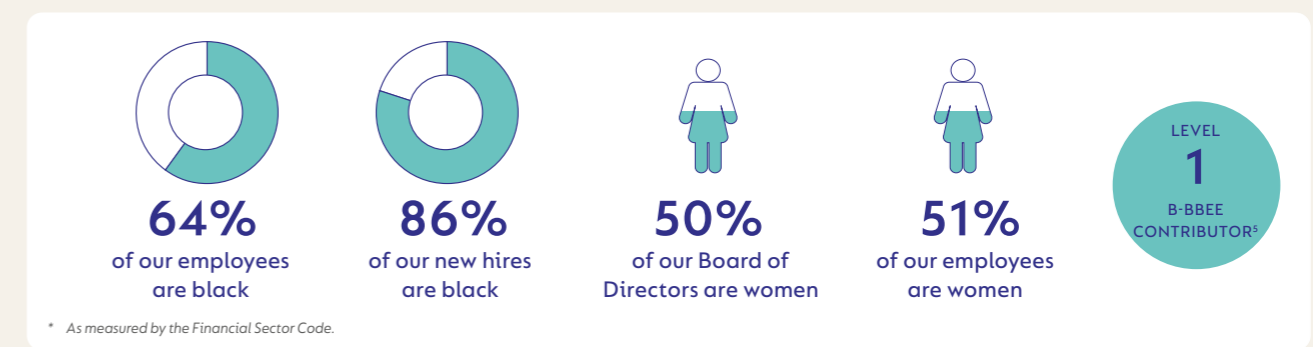


³ Stewardship figures reflect activities during the 2022 calendar year

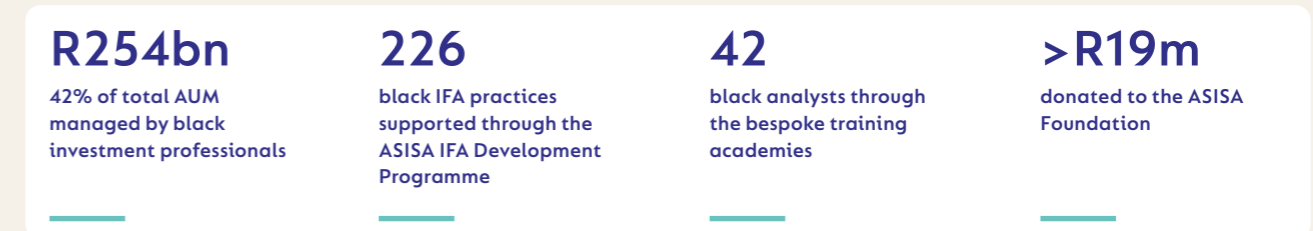
TRANSFORMING OUR BUSINESS AND INDUSTRY

A homegrown South African business committed to transforming our business and society

As a committed corporate citizen, we have been active in the transformation of the financial services sector and South African society, empowering our employees and benefiting the communities in which we operate.⁴



⁵ As measured by the Financial Sector Code.



⁴ South Africa-based employees, enterprise development and funding figures, cumulative since project inception as at 30 September 2023

⁵ As per the Financial Sector Code

A SINGULAR FOCUS ON FUND MANAGEMENT

Coronation is 29% employee owned, creating a high-performance meritocracy that is characterised by curiosity, diversity and inclusivity. Our ability to consistently deliver outperformance, at scale, over multiple periods is a key differentiator.



VALUES UNDERPINNED BY CLIENT FOCUS

We always put clients first

As an investment-led business, our focus is to grow the value of the client assets entrusted to us over the long term. Our clients allocate assets to us because they trust us to manage their capital responsibly. As we are independent, our success depends on our ability to provide a world-class client experience, underpinned by long-term investment and client service outperformance, while playing our part as an active corporate citizen (→ [refer to page 36](#)).

We are focused on the long term

We believe a key risk to the investment industry is that market participants increasingly focus on the short term. This is a fundamental mismatch given the typical long-term objectives of most pension funds and individual investors. Coronation has an unrelenting focus on the long term, both from an investment and business perspective. Where we identify value, we are willing to endure short-term underperformance in our pursuit of compelling, long-term outcomes for clients (→ [refer to page 27](#)).

We act like owners

Our business is 29% employee owned. We believe that asset management companies should be owner managed. Ownership aligns employees' interests with those of all other stakeholders, empowers employees and entrenches long-term thinking across all areas of the business. This aligns with our investment philosophy, business objectives and remuneration approach. Our culture of ownership is reflected in the large number of our employees who participate in long-term incentives. Vesting periods range from one to seven years, currently extending to 2028 (→ [refer to page 109](#)).

We always act with integrity

At Coronation, we believe Trust is Earned™. We have a fiduciary responsibility to our clients to act with uncompromising integrity. Employees are expected to maintain the highest ethical standards in everything they do (→ [refer to page 102](#)).

We embrace our high-performance culture

We are a meritocracy and believe in rewarding employees for their individual contribution to their team and the Group. We have a culture of excellence that is attractive to highly skilled professionals (→ [refer to page 67](#)).

We are a team-based company

Our people are critical to our success. While we know that all strong teams are underpinned by strong individuals, we encourage employees to place the organisation first and collaborate well as part of a strong, cohesive team (→ [refer to page 67](#)).

OUR PERFORMANCE AT A GLANCE

The following table outlines Coronation's activities and key performance indicators, and links them to the Company's five strategic focus areas (→ refer page 21).



Delivering long-term investment outperformance



Enhancing our excellent client service



Developing our global footprint



Championing active corporate citizenship



Strengthening operational resilience

Strategy and values

Established organisational culture and values



- ▶ We turned 30 this year, an achievement that continues to be driven by the same desire to build and participate in a just and equitable society that we have fostered since 1993
- ▶ Today, our business is 29% employee owned, and this strong ethos of ownership continued to guide our team through the market uncertainty and operational challenges of 2023
- ▶ In an increasingly competitive and challenging operating environment, our focus on delivering long-term alpha and continued excellent client service remained at the centre of our business
- ▶ Coronation escalated its engagement with our peers, industry bodies and regulators in an urgent bid to drive policy implementation to bolster growth and build a sustainable economy for the benefit of all South Africans
- ▶ We are because of our communities, and we continued to focus on meaningful impact via education and hunger-relief initiatives

Nurturing talent



- ▶ Our highly skilled and talented team continued to drive excellence across all areas of the business
- ▶ Employee turnover at 4.3% remained below the industry average
- ▶ Our employees are our greatest asset and are encouraged to continue improving their skills through education, training and development initiatives
- ▶ Employee wellbeing, which includes physical, emotional and financial wellbeing, continued to be prioritised
- ▶ Succession plans for key roles across the business were reviewed both internally and by the Remuneration and Nominations Committee

Building our brand and tracking our reputation



- ▶ Trust is Earned™ is more than Coronation's brand positioning – it is a part of our DNA and represents our commitment to building and maintaining trust
- ▶ Coronation protects its brand through ongoing monitoring of the media and key market information
 - › the ongoing tax dispute with SARS and consequent decision to withhold an interim dividend in line with our dividend policy¹ was managed transparently via shareholder and client communications and the media, reiterating our stance that Coronation has not breached any tax laws
- ▶ Coronation ensures brand presence and share of voice across key news and industry media via both paid content campaigns and advertising, along with seeking earned media opportunities
- ▶ Coronation engages with its clients and the public through its LinkedIn page by sharing insightful investment thought leadership content, highlighting engaging company facts, and showcasing our corporate social investment initiatives
- ▶ Coronation's annual brand equity study, commissioned to an external research company, yielded encouraging results that reflected an increase in brand awareness and brand appeal among our target audiences
- ▶ Coronation's annual client surveys across our retail and institutional clients showed that client loyalty remains above 90% and client service satisfaction levels measure 99%, respectively

¹ We endeavour to distribute a minimum of 75% of after-tax cash profit

Strategy and values

Offering an appropriate product range



- ▶ We continually monitor the appropriateness of our product offering in relation to client needs and our strategic goals to ensure alignment
- ▶ Following the closure of our offshore feeder funds, we substantially reduced the investment minimum for our direct offshore funds to \$/£/€500 in order to offer greater access to global funds for our clients
- ▶ We continued to evaluate our product offering and developed two fixed income funds that launched in November 2023
- ▶ Our specialist strategies, such as our Emerging Markets Equity Strategy, are designed to attract a diversified client base from across the globe

Established platform efficiency and technology



- ▶ We continued to invest in and focus on implementing appropriate technology across the business and extracting efficiencies from these systems
- ▶ Our focus on cybersecurity continued to sharpen in order to protect client, third-party and propriety data
- ▶ We launched a new IFA portal and implemented broader strategic IT-related initiatives

Operational

Cost control



- ▶ We continue to invest in our business to ensure we are well positioned to come through this challenging cycle strongly
- ▶ Total operating expenses for the 2023 financial year are up 8% y/y (excluding the impact of the tax matter²) with focused investment in client service systems, strengthening our local and global investment capabilities, optimising information systems, data management and cybersecurity
- ▶ With a cost to income ratio of 55.2%³ and cost to AUM ratio of 3.6% we continue to outperform our competitors

² Refer to financial review section as well as annual financial statements

³ Cost-to-income ratio excluding impact of the tax matter

Investment management and performance



- ▶ We have delivered multi-decade service and investment outperformance for our clients
 - › over the past three decades, close to 95% of our portfolios have outperformed their benchmarks⁴
 - › we are encouraged by the recovery in key offshore portfolios over the past 12 months after a period of underperformance
- ▶ We believe that cheap valuations will result in many years of excellent returns for our clients

⁴ Company-wide, asset-weighted since-inception track record for funds with ≥10-year track records

ESG

Governance and risk management



- ▶ Successful reviews were conducted by various regulatory authorities during the period with no significant negative findings
 - ▶ Balance sheet, capital and liquidity management are monitored on an ongoing basis to ensure sound balance sheet management and regulatory compliance
 - ▶ No material governance breaches were experienced for key reporting periods, and governance and risk reporting continue to be monitored closely
 - ▶ Ongoing monitoring and robust analysis of key and emerging risks across the business were undertaken as part of our comprehensive Risk Management Strategy and Framework
-

Diversity



- We have retained our Level 1 B-BBEE status since 2021
- We are 31% black owned, up from 22% ten years ago in 2013
- 42% of our total AUM (R254 billion) is managed by experienced black investment professionals
- Emphasis continues to be on sustaining and improving black representation in key leadership roles and the investment team
 - › 80% of our Board, 67% of the Exco and 50% of the SA investment team leaders are black
- 64% of our employees are black and 51% are women
- The Aspiring Leaders Project, a workplace career development initiative, was run again in 2023 to facilitate retention and growth
- In January 2023, we launched the Coronation Catapult Work Readiness Programme:
 - › Eight¹ African black SA graduates, of whom 44% are women, received 23-month fixed-term employment contracts at five black-owned stockbrokers for on-the-job training
 - › Over R1 million was spent on training and R2.7 million on salary costs for graduates
 - › Graduates received workplace readiness training, including coaching, communication skills, personal branding and money management
 - › The programme is set to expand in 2024

¹ Originally 9 candidates, but one person received a permanent job offer and exited the programme

Stewardship



- We have continued to deepen our stewardship activities in our investment process and corporate operations
- Compliance with our Corporate ESG Policy and the Group Stewardship and Sustainability Investing Policy governing the investment process was monitored continuously throughout the year
- Notwithstanding the above, we recognise that this is an ongoing journey and our approach will continue to be enhanced in future
- Our fifth annual Stewardship Report illustrates the work the investment team undertook in the 2022 calendar year in this regard and affirms our commitment to corporate engagement, responsible investing, and the analysis of material risks and opportunities
- From a business operations perspective, we continue to apply the recommendations of the now-concluded TCFD reporting guidelines and have published our second Sustainability Report along with our fourth Carbon Footprint Assessment

Clients and stakeholders

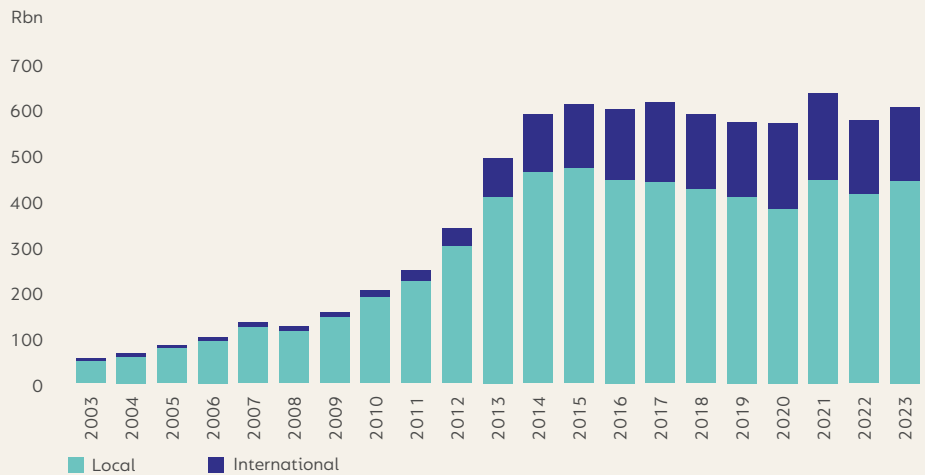
Client and stakeholder engagement



- Travel is at business-as-usual frequency to facilitate in-person client meetings, which are a key part of helping us deepen our relationship with existing and potential clients
- We have resumed our in-person events in full, but we continued to offer clients select digital thought leadership sessions in line with current content consumption habits
- We conducted engagements with our shareholders regularly throughout the year and have taken their feedback into consideration
- Continued regular and meaningful engagements were held with stakeholders such as the Association for Savings and Investment South Africa, National Treasury, the Financial Sector Conduct Authority, the South African Reserve Bank / Prudential Authority and Business Leadership South Africa to assist in finding solutions for improving economic conditions for our country and its people
- Efforts towards building an inclusive economy included accelerated payment arrangements for SMEs and our corporate social investment activities

Financial results

ASSETS UNDER MANAGEMENT

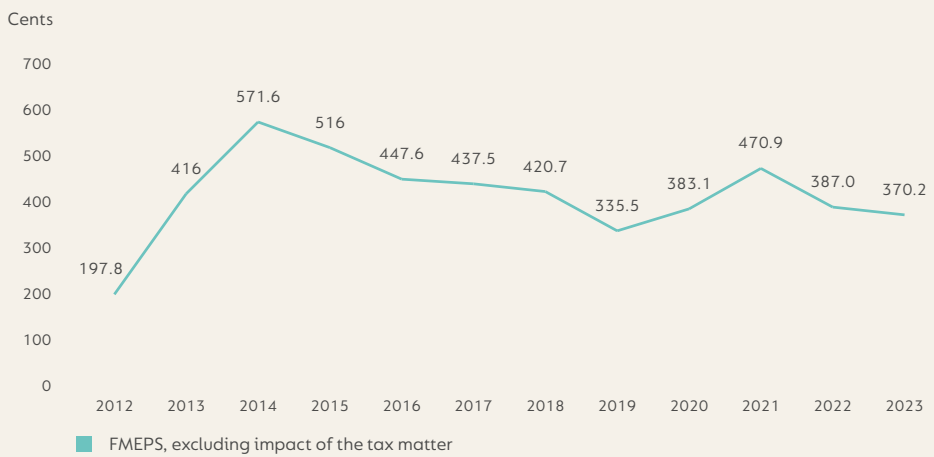


FUND MANAGEMENT EARNINGS PER SHARE

370.2c

Excluding impact of tax matter

FUND MANAGEMENT EARNINGS PER SHARE

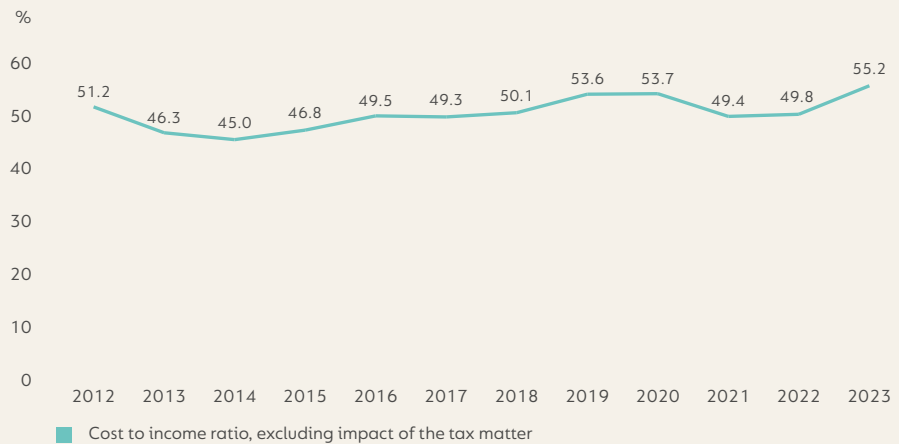


COST-TO-INCOME RATIO

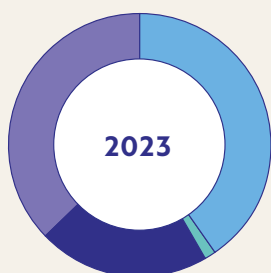
55.2%

Excluding impact of tax matter

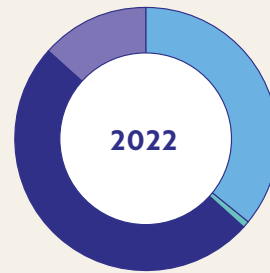
COST-TO-INCOME RATIO



VALUE ALLOCATION TO STAKEHOLDERS



40.5% Employee costs
1.3% Finance costs
21.2% Dividends paid
37.0% Total tax



35.9% Employee costs
1.0% Finance costs
49.8% Dividends paid
13.3% Total tax

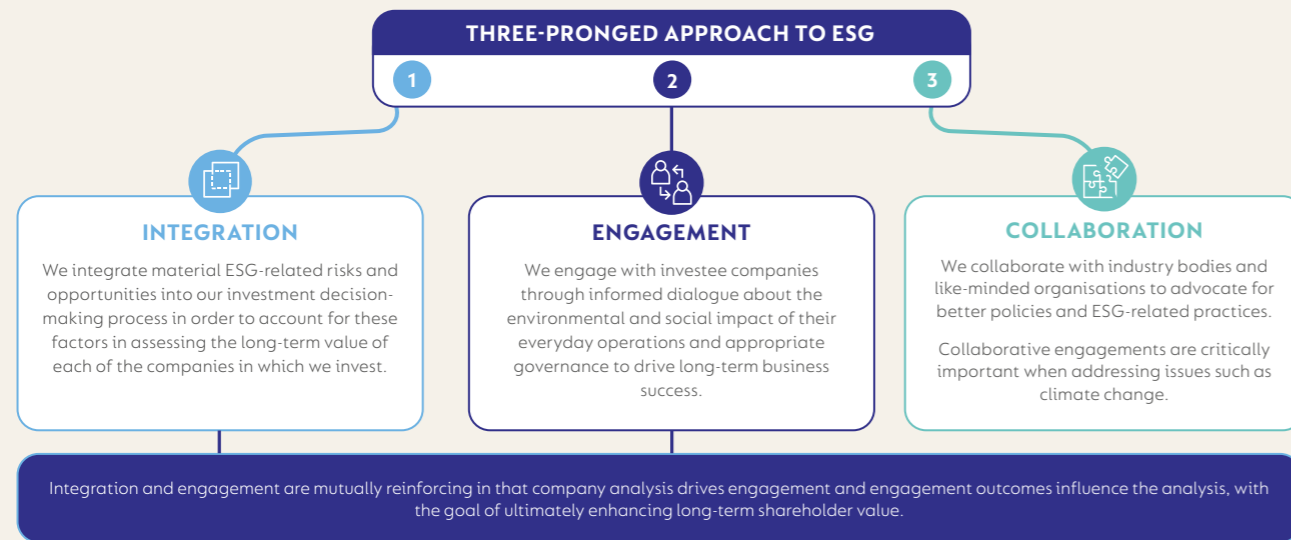


Active stewardship

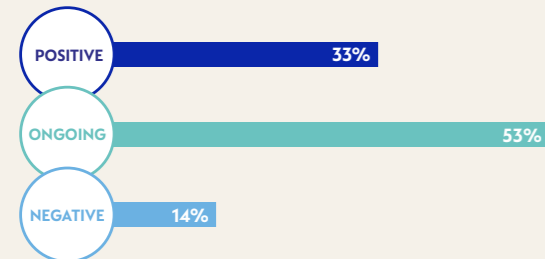
We are active stewards of the assets we manage on behalf of our clients and of our business. In all of our investment processes and corporate activities, we strive to improve our impact on the environment, society and the economy.

INVESTMENT STEWARDSHIP

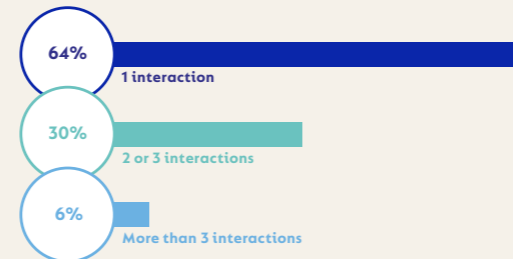
Our approach to integrating environmental, social and governance (ESG) issues into our investment process is underpinned by three core pillars of integration, engagement and collaboration.



ENGAGEMENTS FOR CHANGE



NUMBER OF INTERACTIONS¹ WITH A COMPANY



These relate to the outcomes of engagements that had specific change objectives and were therefore classified as "Engagements for change"

HIGHLIGHTS OF THE YEAR

- Established a Sustainability Committee
- Revised our Stewardship and Sustainable Investing Policy
- Conducted inaugural client ESG survey
- Joined the CDP (formerly Carbon Disclosure Project)
- Winner of Global Stewardship Disclosure Award
- Mining safety our key research theme

WE PUT CLIENTS FIRST IN EVERYTHING WE DO

99%
OF CLIENTS ARE SATISFIED WITH THE OVERALL SERVICE WE PROVIDE

>90%
OF CLIENTS ARE VERY SATISFIED WITH THE QUALITY OF OUR PRESENTATIONS

>90%
OF CLIENTS SAY OUR REPORTING MEETS OR EXCEEDS THEIR NEEDS

(→ For information on our investment stewardship activities, refer to our Stewardship Report)

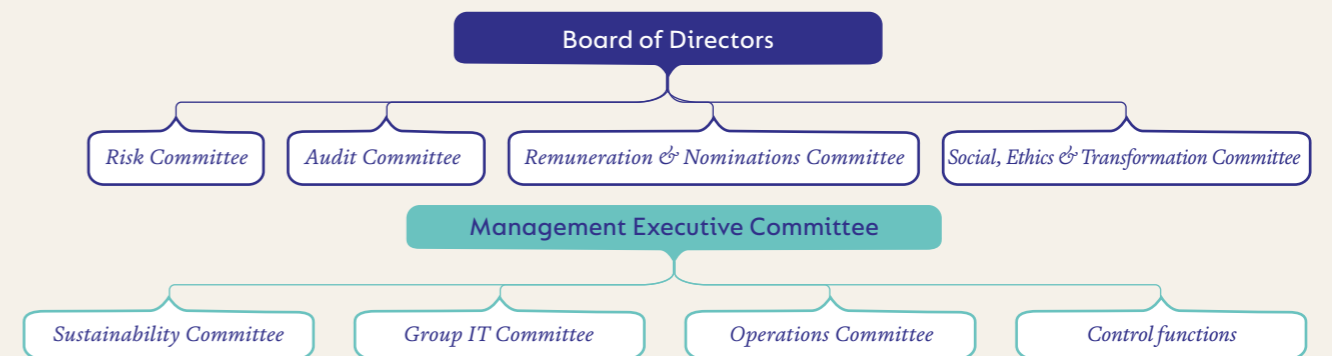
CORPORATE ENVIRONMENTAL STEWARDSHIP

We assess our operational carbon footprint annually, and seek ways to reduce our impact.

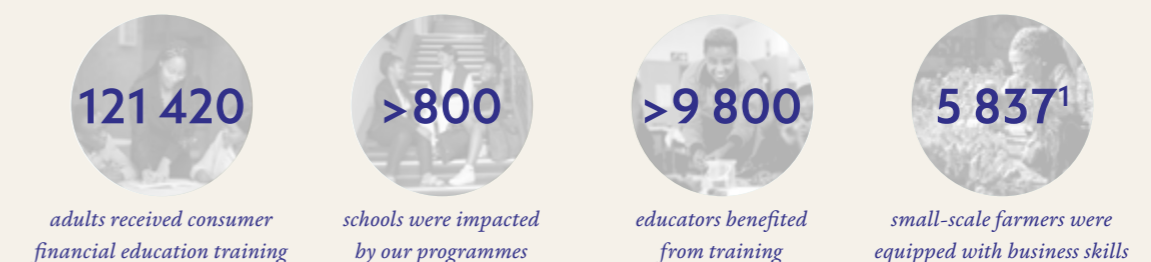


GOVERNANCE

The Board has oversight of all key matters related to sustainability and delegates its authority to its subcommittees and management.



SOCIAL



Figures are cumulative and since programme inception and include beneficiaries who participate across multiple years of a project cycle
¹ Includes beneficiaries of Coronation funding and partner funding



Chairperson's report

ALEXANDRA WATSON

BCom (Hons), CA(SA)



Coronation turned 30 this year. Since being established in 1993, the business that started out with zero assets under management has flourished to become a Top 100 JSE-listed company that manages over R600 billion of assets on behalf of both local and international investors. While its core business is growing long-term wealth for its institutional and personal investment clients, it also directly sustains hundreds of households via employment and procurement, and plays a significant role in promoting a stable economy and inclusive society. But despite its considerable size and influence, Coronation has not lost sight of its purpose: to deliver long-term investment and client service outperformance for the benefit of all stakeholders.

I am proud to serve as Chairperson of a company with an exemplary track record in its core functions of investing and client service

While this landmark year has been a particularly tough one in many respects, that purpose holds true and Coronation has delivered respectable long-term alpha close to 95% of its portfolios¹. I am proud to serve as Chairperson of a company with an exemplary track record in its core functions of investing and client service, while holding itself accountable for the role it plays in society and engaging with government to drive meaningful change for the benefit of all citizens.

Operating conditions remain daunting, with mounting macro threats and South Africa-specific systemic challenges providing strong headwinds to the prosperity of our country, and thus, the businesses and the people who operate and live here. As has been comprehensively communicated to the market, a company-specific issue that we are navigating is a difference of legal interpretation between SARS and Coronation with respect to our Irish business, one which saw us withhold the interim dividend – for the first time since listing in 2003 – and that significantly impacted our current year's profits. This challenging chapter in Coronation's story has been dealt with admirably by our CFO, Ms Mary-Anne Musekiwa, management and the legal team.

¹ Asset-weighted, since-inception returns of portfolios with a ≥10-year track record

A world in flux

The financial world held its breath in March 2023 as Silicon Valley Bank collapsed, followed by Signature Bank and First Republic in the US, and industry giant Credit Suisse in Europe. Were we on the brink of another 2008-type Global Financial Crisis? Fortunately, swift regulatory intervention, bailouts and buyouts averted what would undoubtedly have been a severe blow to the global economy.

Crisis averted and despite many obstacles to growth, recovery is underway, albeit unevenly across economies and at a muted pace. Headwinds in 2023 mirrored those of 2022, including the lingering economic effects of Covid, persistent inflation, tight monetary policy and the invasion of Ukraine and associated supply chain disruptions. There are still many risks at play, including persistently high policy rates, high levels of indebtedness, a slowing Chinese economy, and an increasingly multi-polar geopolitical system and resultant shifting economic alliances.

South Africa 2023

South Africa is in a precarious economic position, with failing SOEs, infrastructure and service delivery, and without the funds to fix it. The fiscal and monetary positions are fragile, as a combination of escalating government debt, low growth, high inflation and policy rates leaves government very little room to move. High unemployment, skills

shortages and visa issues, emigration and a failing education system are also causes of grave concern and weigh heavily on current and future growth.

Minister Godongwana's 1 November Medium-Term Budget Policy Statement was an austere one, with cost-cutting at the forefront and tax hikes on the near-term horizon, while also striving to protect vulnerable South Africans. But you cannot cost cut and tax your way to growth, and conditions for restored prosperity include infrastructure investment and attracting international investors. I write with hope that effective infrastructure investment gains impetus, as the government and the private sector have firmed up agreements, with energy and transport infrastructure as focal points. We need to work together to root out corruption to ensure a fair and equitable society. Also urgent is the need to tighten processes to remove SA from the Financial Action Task Force's greylist, improve South Africa's attractiveness as an investment destination for much-needed foreign direct investors and for the well-being of South African society.

As we head into 2024, which heralds South Africa's seventh democratic election, our sincere hope is that politics does not stand in the way of proper policy implementation.

I write with hope that effective infrastructure investment gains impetus, as government and the private sector have firmed up agreements, with energy and transport infrastructure as focal points.

A responsible business

Environmental, social and governance issues are front and centre for both asset owners and asset managers. Public and private sector corruption, deepening social inequity, environmental degradation and the extreme weather events that bring enormous cost – both social and capital – highlight the need for governments and business to respond with urgency to our warming planet. In the financial services arena, this has seen the release of numerous and complex regulations, guidelines, frameworks and reporting standards, increasing the reporting load for both asset owners and managers. Coronation's Board of Directors has oversight of both the investment and corporate stewardship activities, and we are satisfied that collectively, the directors demonstrate the diversity, skills and experience required to guide Coronation through an increasingly complex environment.

Coronation continues to invest in its ESG and stewardship activities. For details on our investment stewardship activities and how they impact the sustainability of our business, refer to the → *Long-term investment outperformance* section of this report or our latest Stewardship Report, published in June this year (which is based on activities during the previous calendar year), available on www.coronation.com. In addition, we have published our second Sustainability Report, which details Coronation's impact on the environment and society in conjunction with this Integrated Annual Report.

Governance matters

There are some key changes that were announced via SENS during the second half of this reporting year. With respect to the Remuneration Committee, Dr Hugo Nelson has tendered his resignation as Chairman of the Committee effective 1 January 2024, but will remain a member. He will be succeeded by Mr Neil Brown. Mr Saks Ntombela was appointed as a member of the Committee effective 1 September 2023. On behalf of the Board and management, I thank Hugo for his service and guidance. We also bid farewell to Ms Judith February who retires at the February 2024 AGM and following 15 years of service has not made herself available for re-election. We thank Judith for her invaluable contribution to the Board. Additionally, in August, a new JSE sponsor was appointed; Valeo Capital has assumed this role effective 1 September 2023. On 22 December, we welcomed a new member to the Board, Ms Alethea (Lea) Conrad who has joined the Board as an independent non-executive director.

Corporate social investment

Education remains at the heart of Coronation's CSI activities. From early childhood education, primary school literacy and maths through to offering full bursaries to learners from disadvantaged communities, we are working hard to mitigate the effects of a failing education system. We have also continued to partner with hunger-relief NGOs to address the grave food shortages in our country.

Outlook

The operating environment is unlikely to ease in the foreseeable future. Increasing economic hardship in the form of high inflation and interest rates, mounting unemployment and a skills exodus will continue to place pressure on South African investors and, as a consequence, local asset management firms.

Recent history has shown that we cannot guess what the future holds, and I know that my fellow directors, management and all who work at Coronation join me in my ardent hope that the prevailing conflict areas find a way to peace, so that ordinary citizens can go about their daily business without threat or fear. Our thoughts are with everyone whose lives have been so terribly impacted by violence.

A note of gratitude

An asset manager has an enormous fiduciary and social duty to its clients and society. My fellow directors, the Coronation management team and all of its employees continue to earn my gratitude and respect as they continue to run a purpose-driven and tightly managed ship through increasingly choppy waters.



Chief Executive Officer's review

ANTON PILLAY

*BBusSc, CA(SA), CFA,
AMP (Harvard)*



The genesis of Coronation is rooted in entrepreneurship: a small, pioneering start-up established in 1993, when its founders demonstrated their belief in the vision of a free, fair and equitable South Africa. This commitment and ethos still runs through Coronation's veins as we celebrated the Company's 30th birthday this year.

This is a significant milestone for our business, our employees and long-standing clients. We marked the occasion by hosting our clients at a thought leadership day of panel discussions and presentations by our investment and leadership teams. As regular readers of our integrated report will know, we are long-term investors who deeply value our relationships with our clients, employees and communities. The truth of this was reflected in the fact that our very first client, Bolton Footwear, was also there to celebrate 30 years of investing with us. An equally powerful testimony is that every chief investment officer who has run our investment team over the years participated in a panel discussion to mark the occasion and that each one remains an active part of our team today. It was a special day for all of us, reflecting on a three-decade journey of growth to where we are today.

It also served as a reminder of how our unwavering focus on delivering long-term outperformance and excellent service for our clients has guided us through numerous challenging cycles. As a consequence, we remain a leading investment company that has delivered multi-decade service and investment outperformance for our clients, across all products and geographies.

In our 30th year, we continue to measure up to this goal, which is evidenced in almost 95%¹ of our portfolios outperforming their benchmarks since inception, and encouraging recovery in the short-term performance of our global portfolios. Across our six key local and international portfolios, we can report that we have delivered since-inception alpha to our clients.

Business update

We manage over R600 billion of retirement savings and discretionary investments for South African investors and a portfolio of international clients. The year under review was a continuation of the difficult environment that the asset management industry has been operating in for the last few years. This is not a local phenomenon, and investment businesses across the world are experiencing increased outflows, leading to tighter cost management.

¹ Asset-weighted, since-inception returns for portfolios with ≥10-year track record

Other industry-specific challenges include increased competition for market share, the talent war, resource-intensive compliance requirements, and, more broadly, the pervasive uncertainty resulting from escalating geopolitical turbulence and polarisation.

This tough backdrop notwithstanding, Coronation has had a busy and productive year, but one which started with the Supreme Court of Appeal (SCA) overturning the ruling of the Western Cape High Court and finding in favour of the South African Revenue Service in the matter of the tax dispute with respect to interpretation of the Income Tax Act. Subsequent to the SCA's ruling, the Constitutional Court has agreed to hear our case on Tuesday, 13 February 2024.

We raised the provision for the total amount due in respect of the tax matter in our half-year results in March, which resulted in no dividend being paid to shareholders. At the year end, we resumed dividend payments, based on solid operational performance. I'd like to assure our shareholders and other stakeholders that this tax dispute has no material impact on Coronation's long-term sustainability. We remain a well-capitalised and successful investment company that will continue to deliver multi-decade service and investment outperformance for our clients, across all products and geographies.

Our clients are at the heart of everything we do, and we consistently strive to improve the service we offer them. To this end, we conduct annual client surveys to gauge satisfaction. This year, loyalty ratings exceeded 90% and satisfaction with our client service was measured at 99%². I am particularly pleased with the launch of new, secure online services for both our direct clients and our community of independent financial advisers, both of which offer our investors a truly first-class digital experience.

Part of client service excellence is reviewing the product offering to ensure that investor needs are being met. In 2023, we identified a need to add to our fixed income offering for our retail clients, and in November we launched two new funds, Coronation Active Income Plus Fund and Coronation SA Income Fund. You can find the fact sheets in the fund centre on www.coronation.com.

We also had to temporarily close our rand-denominated offshore funds due to capacity restrictions following changes to the regulations. We have, however, substantially reduced the minimum investment amount of our foreign currency denominated funds, which investors can now access for \$/£/€500.

While our clients are our reason for being, it is our team of exceptional people underpinned by an ownership-driven culture that drives our success. Coronation is currently 29% employee owned, which embeds a sense of accountability for the profitability and sustainability of our business.

Given the pressures facing our industry, many companies are being forced to implement initiatives to manage the impact, including cost-cutting measures. At Coronation, we are determined to come strongly through this cycle and have continued to invest in our business, with specific focus on talent retention, client service, strengthening our global investment capability, and optimising information systems, cyber security and data management, all of which are key to Coronation's business sustainability.

Notwithstanding, we continue to manage our cost base. Total operating expenses for the 2023 financial year are up 8%, while fund management earnings are down 4%, when excluding the impact of the tax matter in both respects.

Outflows for the period amounted to 10% of average AUM. This can largely be attributed to both industry-wide outflows from the global emerging markets asset class, as demand declined after a decade of weak asset class performance, and to the contracting SA savings pool. This is in line with the observed experience of the broader industry, and management believes that this is unlikely to abate, as formal employment shrinks, households come under increasing financial pressure, and investors continue to externalise their savings.

We remain a well-capitalised and successful investment company that will continue to deliver multidecade service and investment outperformance for our clients, across all products and geographies.

We believe that the relaxation of Regulation 28 is positive for the SA savings industry and investors, broadening the opportunity set and enhancing diversification. We are also confident that it will be positive for our clients and stakeholders, as Coronation is one of the few local firms with proven and established global capabilities across both emerging and developed markets. Therefore, we are well positioned for the internationalisation of the local savings industry as a result of over a decade of ongoing investment in the business.

Transformation

As emphasis on the transformation of our industry intensifies, we continue to maintain our significant commitment to running a truly transformed company. This year we retained our Level 1 B-BBEE status that we have held since 2021. In addition, we are 31% black owned, with R254 billion, representing 42% of total AUM, being managed by experienced black investment professionals. At an employee level, 64% of our employees are black and key leadership positions continue to be held by black managers. These include our CEO, CFO, COO, Head of Institutional Business, Head of Fixed Income, Head of Core Equity and Head of Absolute Return.

We have also worked hard to contribute to the transformation of the South African financial services arena through our preferential procurement process, the establishment of black-owned financial services companies, and the provision of financial and training support to black brokerages, independent financial advisers and analysts in partnership with industry participants.

In partnership with the Association for Savings and Investment SA, Business Leadership SA and direct meetings with regulators, my colleagues and I continue to explore solutions as to how our sector can achieve adequate representation of South Africa's demographics. At the same time, we need to be mindful of the time it takes to nurture talent and the value that stable teams and long tenure bring to our clients and other stakeholders.

For us, creating a diverse and inclusive workplace is much more than meeting regulatory requirements, as our direct experience has shown that a diverse team leads to innovation, and helps us to deliver on our client promise, while an inclusive culture helps us to attract and retain exceptional people. This is evidenced in the awards our team has won this year. These include first place in the 11th Annual Accenture Gender Mainstreaming Awards in the category of Gender Reporting by JSE-listed Companies for the second consecutive year; and first place in the UN-established Women's Empowerment Principles Awards for Transparency and Reporting. We also placed first for diversity in both the European Pensions Awards and the Irish Pensions Awards. Additionally, Pallavi Ambekar, our Head of Absolute Return, was awarded the Black Manager of the Year award in two categories at the 2023 Association of Black Securities & Investment Professionals Awards. We are very proud of her achievement.

Extending beyond our business, we have made significant inroads in transforming our industry over the years, supporting black-owned businesses through our Preferential Procurement Policy.

Stewardship

A truly long-term investment view has meant that we have always embedded ESG-factors and related externalities in our investment decisions. Over the past few years, the responsible investment landscape has become increasingly complex, and we continue to deepen our research to manage risk and identify ESG-related opportunities. As an active owner, we engage with investee companies to encourage them to adopt best practice, in the interests of business sustainability and for social good.

Our fifth annual Stewardship Report details our investment stewardship activities and sets out our stance on some of the key issues facing investment managers and their clients. Our commitment to leading in our stewardship activities is reflected in Coronation earning first place in the 2022 ICGN Global Stewardship Disclosure Awards for asset managers responsible for AUM less than £60 billion².

² Awarded biennially

While investment management is a relatively low-impact endeavour, we are also mindful of the impact our operations have on the environment. We continue to monitor our carbon footprint and have published our fourth Carbon Footprint Assessment in tandem with this Integrated Annual Report.

Active corporate citizenship and our operating environment

While it is easy to feel overwhelmed when considering the degree and scope of the challenges at play in our country, we actively participate in initiatives to help boost economic growth which, ultimately, will be a driver of a healthy savings culture among South Africans. Details of our corporate citizenship and CSI initiatives are published in our Sustainability Report.

South Africans have endured 282 days of loadshedding in 2023, or put differently, in 2023, 82% of the year was affected by power outages³. This is more than double what we experienced in 2022. What is of significant concern is that our ailing power utility's inability to keep the lights on is being eclipsed by equal challenges in the transport and water sectors, compounded by municipalities that have failed in their ability to deliver services to South Africans.

There is some cause for hope; the injection of renewed co-operation and vigour into relationships between the public and private sector this year, is encouraging. Through what we have gathered through Coronation management's direct engagement with National Treasury and regulators, as well as collaborative efforts via the Association for Savings and Investment SA, Business for SA and Business Leadership SA, it is possible that we will start to see some progress.

In addressing South Africa's plethora of challenges, I believe that there is a need to strike a balance between solving immediate challenges and promoting a sustainable operating environment and an inclusive and equitable society. My top action points are rigorous policy implementation to kickstart growth; a zero tolerance stance on corruption, improving the business environment to attract investors and tourists, and retain skills; enabling the SME sector, as SMEs employ around 60% of the work force in SA and contribute c.30% of GDP; and, last but not least, to address the compound challenge of our failed education system and chronic youth unemployment. We have most of the policies and plans in place, and it appears that there is commitment by the government to move forward decisively. I look forward to the new year, in which I hope to see renewed commitment to the implementation we so urgently need.

Looking forward

Much like the World Champion Springboks, South Africa displays an uncanny resilience and the ability to pull back from the brink. Just when one is about to despair, there is an upside somewhere that brings temporary respite, and just enough time to recover. It is our abiding hope at Coronation that with the new emergence of political will and a highly engaged private sector, a strong partnership will be forged, which can bring remedy to our problems and unlock the enormous potential that lies dormant in South Africa.

Coronation has proven its resilience despite the plethora of headwinds facing our country and industry. When it comes to our core business of investing and serving our clients, we will continue to be guided by our long-term, valuations-based investment philosophy, while our culture of ownership will keep the team focused on running the high-calibre organisation our stakeholders trust.

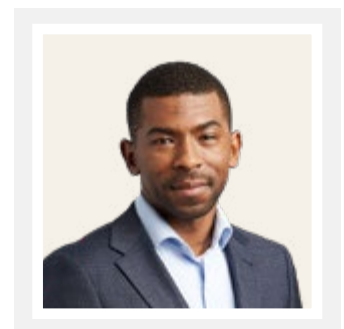
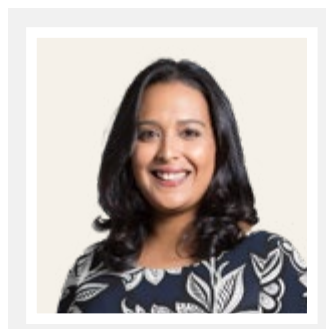
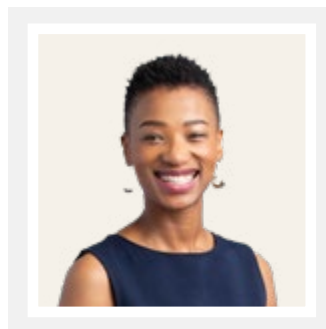
As always, on behalf of all of us at Coronation, I extend our appreciation to our clients, colleagues and shareholders for their continued support, and I wish everyone a restful end-of-year break with your loved ones.

³ As at 13 December 2023; Source: EskomSePush app



Strategic focus areas

Coronation's purpose is clear and simple – to deliver superior long-term investment outperformance for the benefit of all stakeholders. In order to achieve this, we focus on five strategic pillars. These guide our strategic and operational activities. Particularly in times of crisis, our pillars keep us focused, enabling us to look through short-term noise and remain true to our purpose.



Delivering long-term investment outperformance



Enhancing our excellent client service



Developing our global footprint



Championing active corporate citizenship



Strengthening operational resilience

STRATEGIC FOCUS AREAS



DELIVERING LONG-TERM INVESTMENT OUTPERFORMANCE

Deliverable: ▶ To deliver sustainable long-term investment outperformance to clients

Strategy

- ▶ Coronation is an investment-led business and remains unwaveringly focused on delivering strong investment returns over the long term. This is evidenced in the since-inception performance of our funds with track records of 10 years and greater.

Our stewardship approach

- ▶ As an active owner, we aim to influence for positive change through meaningful engagement on important ESG issues. This approach is fully aligned with our long-term investment philosophy. Our approach extends across all asset classes, including equities and fixed income, and across all geographies in which we invest.



251

ENGAGEMENTS



144

COMPANIES



24

ENGAGEMENT THEMES



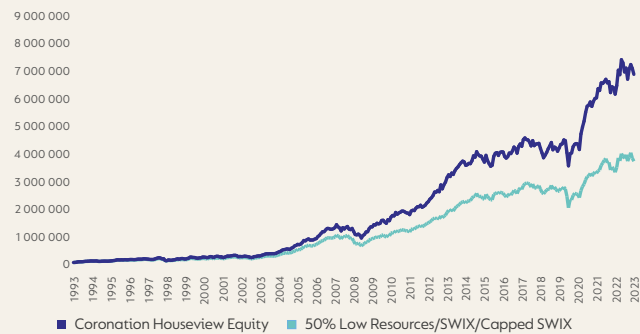
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VOTING RESOLUTIONS

Outcomes

- ▶ Our long-term investment track record remains exemplary – over the past three decades, c. 95% of our portfolios have outperformed their benchmarks¹
- ▶ We established a dedicated Sustainability Committee to enhance formal governance and oversight of sustainability practices within our investment processes
- ▶ We revised our Stewardship and Sustainability Policy, strengthening our commitment to responsible investment and integrating sustainable practices into our operations

CUMULATIVE GROWTH OF R100 000



Source: Coronation



ICGN Global Stewardship Awards



Pallavi Ambekar, Head of Absolute Return, won two ABSIP Black Manager of the Year Awards at the 2023 ABSIP Awards

¹ On an asset-weighted basis; since-inception figure for strategies with a track record of ≥10 years





ENHANCING OUR EXCELLENT CLIENT SERVICE

Deliverable: > To provide clients with appropriate products, timely and useful information and world-class service levels

Strategy

Retail clients

- > Regular emails updating clients on views and strategies
- > Accessible and personalised service through clients' channel of choice:
 - > secure online portal for direct investors and IFAs
 - > call centre
 - > IFAs

Institutional clients

- > Dedicated client service fund managers ensure clients receive regular updates on views and strategies

Technology

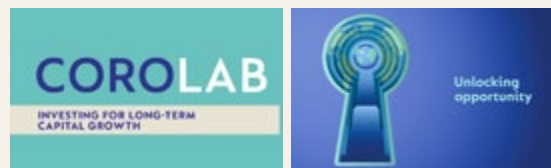
- > Continued investment in IT/IS infrastructure (system optimisation, data management and cybersecurity)
- > World-class data security

Thought leadership

- > Regular in-person and virtual thought leadership events, articles and online engagements

Outcomes

- > Following our annual client survey, we are pleased to report that:
 - > retail client loyalty remains >90%
 - > 99% of our institutional clients are satisfied with our service
- > We do not take these ratings for granted and continually review both positive and negative feedback
- > Stable, secure and constantly assured IT/IS platforms





DEVELOPING OUR GLOBAL FOOTPRINT

- Deliverable:** ▶ To expand our global footprint and related AUM
 ▶ Establish Coronation as a leading global investment management business

Strategy

- ▶ Facilitate South Africans in internationalising their investments
- ▶ Deliver world-class, long-term investment outperformance to our global clients
- ▶ Ensure that our product range remains optimally positioned for the needs of both our SA and international clients and taking into account regulatory developments
- ▶ Develop and nurture trusted relationships with global clients and asset allocators
- ▶ Grow our established flagship global offering and leverage this into new products and markets

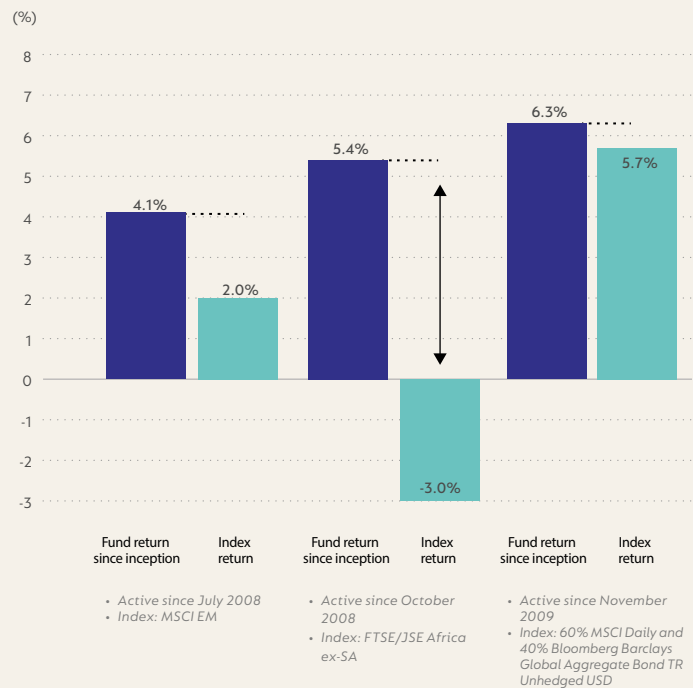
Outcomes

- ▶ Established global capabilities across both developed and emerging markets to benefit supporting internationalisation of savings of local clients
- ▶ Comprehensive range of solutions that meets the needs of our global clients
- ▶ World-class long-term investment performance delivered to clients
- ▶ Compelling since-inception alpha across key portfolios
- ▶ A flexible and best-in-class multi-jurisdiction distribution and client service offering
- ▶ A growing base of clients and R50 billion in AUM from multiple jurisdictions around the globe

Multi-decade outperformance

LONG-TERM OUTPERFORMANCE RESTORED

Global Emerging Markets 15-year track record	Africa Frontiers Strategy 15-year track record	Global Multi-Asset Strategy 14-year track record
+ Annualised alpha of 2.1% since inception	+ Annualised alpha of 8.4% since inception	+ Annualised alpha of 0.6% since inception





CHAMPIONING ACTIVE CORPORATE CITIZENSHIP

- Deliverable:** > To champion and actively transform the financial services sector and our business
 > Ensuring business sustainability and contributing to an inclusive economy and a prosperous society

Strategy

- > Since we opened our doors 30 years ago, we have been actively driving transformation initiatives in our business and industry
- > Active engagement with government, regulators and industry peers and SA Inc.
- > We have committed to and/or support the:
 - > UN Sustainable Development Goals
 - > UN Women Empowerment Principles
 - > CDP (formerly the Carbon Disclosure Project)
- > We have a robust, well-monitored corporate social investment programme and contribute to hunger-relief initiatives
- > The SET Committee monitors the Company's transformation and corporate citizenship activities

Outcomes

- > Level 1 B-BBEE Rating
- > 31% black owned
- > CEO serves as Chairperson of ASISA
- > Employees active on over 65 ASISA working groups and committees
- > Industry collaboration
- > Established three black-owned financial services businesses
- > Stockbrokers programme
- > Training and development programmes
- > Impactful education interventions via CSI
- > Awarded¹ for our achievements, we placed first in:
 - > 2023 Accenture Gender-Reporting Award
 - > 2023 European Pensions Diversity Award
 - > 2023 Irish Pensions Diversity Award
 - > 2023 UN Women Empowerment Reporting Award

¹ Please refer to page 19 for full award details





STRENGTHENING OPERATIONAL RESILIENCE

Deliverable: ▶ Strengthening and protecting our key assets, namely our people and the technologies that ensure business sustainability

Strategy

- ▶ Focused investment in technology infrastructure and systems
- ▶ Staff augmentation model of internal employees and external resources to ensure our business is always appropriately resourced with technology specialists
- ▶ Ongoing monitoring and testing of environment
- ▶ Implementation of initiatives to retain, upskill and motivate our highly skilled employees
- ▶ Identifying significant challenges to business continuity

Outcomes

- ▶ Continued investment in IT/IS infrastructure (7% increase in y/y spend) to support sustainable, efficient and secure operations
- ▶ Our staff augmentation model ensures fresh ideas and innovation is brought into the environment to avoid stale technology decisions and ensure appropriate levels of challenge
- ▶ Frequent security testing and proactive code security platforms are employed to ensure a high degree of oversight with respect to security and the potential for vulnerabilities related to technologies, which require mediation
- ▶ We support a significant number of initiatives focused on education, training, wellness and culture, resulting in a more motivated workforce, which ultimately drives productivity and innovation
- ▶ Systems and technology which is appropriate for our clients and business needs
- ▶ Established plans for business continuity risks





DELIVERING LONG-TERM INVESTMENT OUTPERFORMANCE

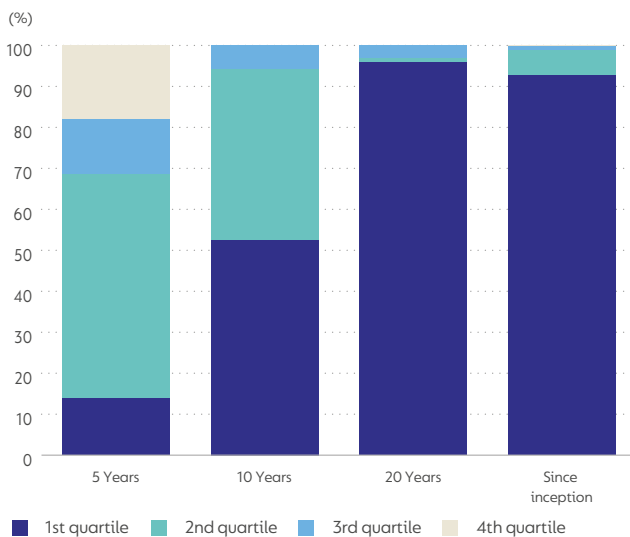
30 years ago, Coronation's founders had the vision of establishing an investment-led business with the single focus of delivering long-term alpha to its clients.

The year under review was a continuation of the difficult environment that the business has been operating in for the last few years, with anaemic market returns across domestic asset classes reflecting the very weak performance of the South African economy. Notwithstanding these challenging conditions, close to 95%¹ of our portfolios have outperformed their benchmarks since inception. Of note, is that performance across all of our key portfolios has been particularly encouraging over the last 12 months.

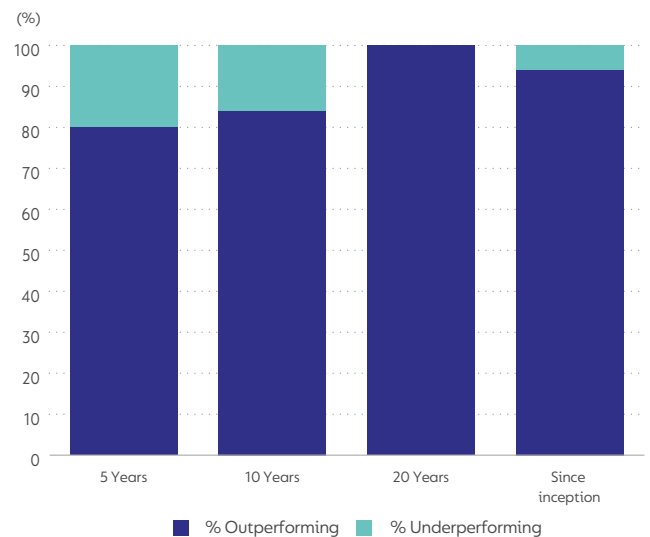
Proven track record of delivering on client mandates over long term

INVESTORS WHO STAY THE COURSE HAVE BEEN REWARDED

+ RETAIL CLIENT ASSETS¹



+ INSTITUTIONAL CLIENT ASSETS²



¹ Asset-weighted performance of 19 funds representing 98% of rand-denominated CIS funds included above; Four specialist funds with less than five comparable funds in category excluded

Source: Morningstar using primary share classes and formal ASISA categories for all funds (excl. Global Managed, compared to Global - MA - Flexible & High Equity Categories combined & Market Plus, compared to SA - MA - Flexible). Numbers may not add up due to rounding

² On an asset-weighted basis; since inception figure refers to strategies with a ≥10-year track record

Source: Coronation



Stewardship at Coronation

You cannot talk long-term investment outperformance without discussing sustainability, ESG and the related material risks and opportunities. These are front and centre on the investment agenda and are important to asset owners when allocating to their mandates. We continue to focus on delivering superior long-term investment outcomes for our clients as responsible stewards of their capital. At Coronation, we have been reporting on our stewardship activities since 2018, and our most recent Stewardship Report, which outlines our stewardship activities for the calendar year 2022, is available on www.coronation.com. We provide a summary below.

Acting as fiduciaries: We have been fulfilling our fiduciary duty to act as responsible stewards of our clients' capital for 30 years. Investing in a responsible and sustainable manner is embedded in our DNA.

Our philosophy: We are an active, valuation-driven investor with a primary focus on the long-term prospects of the assets in which we invest. We believe that responsible corporate behaviour drives long-term success and that companies that manage their ESG exposure effectively are more likely to create sustainable value for stakeholders. Therefore, the integration of ESG factors into our investment process leads to more informed investment decisions and better long-term outcomes.

Our stewardship approach: We are an active owner that aims to influence positive change through meaningful engagement on important ESG matters. This approach is fully aligned to our long-term investment philosophy. Our approach extends across all asset classes, including equities and fixed income, and across all the geographies in which we invest.

ESG is in our DNA

For Coronation, this is not a new imperative, as it has long been part of our investment DNA. This is because we genuinely believe that integrating sustainability factors into the investment process leads to better informed investment decisions and, ultimately, better long-term, risk-adjusted returns for our clients.

Active ownership

Active ownership is a core part of our stewardship approach. We aim to influence positive change through meaningful engagement on important ESG issues. We firmly believe that active engagement conducted in an informed, responsible, and robust manner with a focus on the long term, enables us to drive tangible positive improvements in sustainability and governance practices.

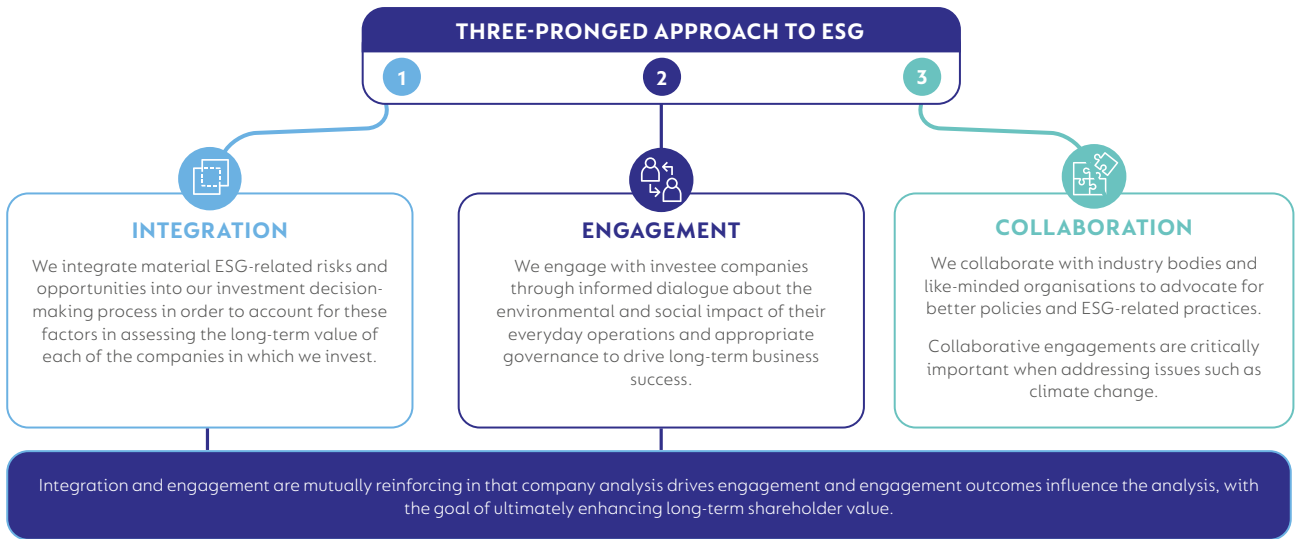
The benefits of active ownership include:

- ▶ By embarking on a journey to help a company decarbonise its operations, you ensure that exposure to fossil fuel assets and production is managed down in an orderly and sustainable manner.
- ▶ Active ownership requires companies to set credible emissions targets and commit to clear plans for meeting these targets.
- ▶ Companies are held accountable for their commitments through robust and ongoing engagement.
- ▶ Over time, active ownership can lead to overall emissions reduction. In contrast, divestment can lead to portfolio-level decarbonisation while doing little to reduce real-world emissions.

You cannot talk long-term investment outperformance without discussing sustainability, ESG and the related material risks and opportunities



Our approach to ESG is underpinned by three core pillars, namely integration, engagement and collaboration. For more details on our pillars and their application, please read our *2022 Stewardship Report*.



Engagement activity

Meaningful engagement with investee companies is one of the most effective ways of driving positive change. Effective engagement drives responsible corporate behaviour, which, in turn, leads to greater sustainability and, ultimately, higher long-term returns for our clients.

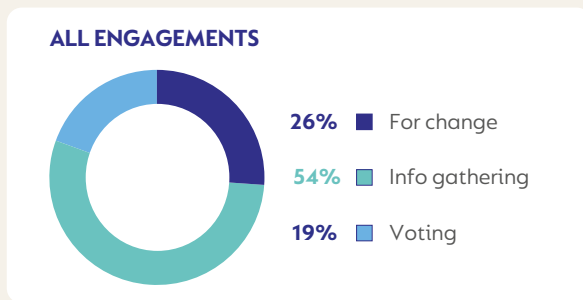


KEY ENGAGEMENT THEMES

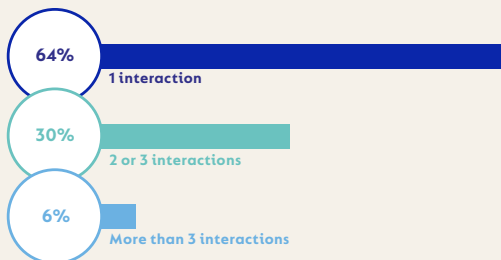
ENGAGEMENTS BY THEME



ALL ENGAGEMENTS

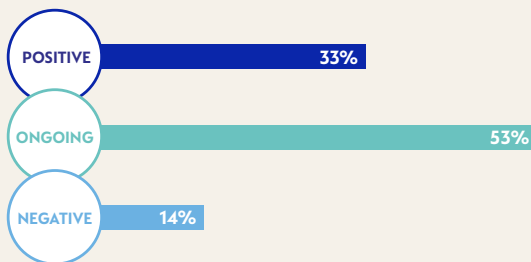


NUMBER OF INTERACTIONS¹ WITH A COMPANY



¹ Interactions include all types of engagements

ENGAGEMENTS FOR CHANGE



These relate to the outcomes of engagements that had specific change objectives and were therefore classified as "Engagements for change"

Note: Numbers might not add up due to rounding



Environmental

- › We have joined the CDP (formerly the Carbon Disclosure Project) as an investor signatory. As signatories we participated in collaborative initiatives by Climate Action 100+.
- › **Tackling climate change:** Climate change is a pervasive risk with significant implications for the global population. By addressing the challenges that climate change presents and by helping to mitigate the impacts thereof, we aim to ensure that individuals are saving for a future in a world worth living in.

We had specific discussions with companies on their plans to increase their procurement of clean energy to reduce carbon emissions and improve energy security during power cuts. This is of particular relevance to South African companies, given the state of loadshedding.

Social

- › **Our key thematic project for the period centred on mining safety:** We engaged with South African mining companies and reviewed global mining firms to understand the factors influencing safety outcomes and the potential link between safety and remuneration.
- › **Diversity, inclusion and transformation:** The need for and promotion of diversity, inclusion and transformation within the workplace remained an important topic of engagement.

Governance

- › **Board composition:** We continued to advocate for a strong mix of financial, technical, and commercial skills that meet the individual needs of each business.
- › **Remuneration:** We aimed for alignment between the interests of management and shareholders.
- › **Shareholder value:** The engagements related to governance and strategy encompassed a wide range of areas, including CEO performance, succession planning, business strategy, capital structure as well as financial and sustainability reporting.

Voting activity in 2022

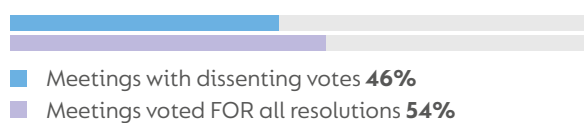
Proxy voting is an important way in which we are able to exercise our ownership rights. We consider and vote on all proxies for all companies in which we hold shares on behalf of our clients, regardless of the size of these holdings. As a result of our engagement approach, we often engage extensively with boards and management teams well ahead of any votes, as we want to ensure that our concerns are dealt with before the vote. We believe that exercising a proxy without prior engagement or forewarning to a company is contrary to the company's, and, therefore, our investors' best interests. Voting against resolutions is generally a last resort and not something that we do lightly.

2022 PROXY VOTING RECORDS

During the year, we VOTED on



HOW WE VOTED



Disclosure of climate data

Robust, comparable and reliable climate-related disclosure is a prerequisite for fundamental company analysis and the integration of transition, physical and liability risks into our investment process. Therefore, the lack of consistency in company reported sustainability data is one of the most pressing challenges facing the industry. In response, Coronation adopted the reporting framework recommended by the now concluded Task Force on Climate-Related Financial Disclosures.

This conclusion notwithstanding, this framework provides relevant reporting guidance, and the International Sustainability Standards Board, which has now assumed oversight of climate reporting, has based their second International Financial Reporting Standard (IFRS S2) on the TCFD's framework. We will continue to monitor their recommended updates to climate-related disclosures as they pertain to South Africa.

OUR SUMMARISED INVESTMENT-RELATED CLIMATE ACTIONS AND DISCLOSURES

Theme	Key information	Further information
Governance	<ul style="list-style-type: none"> ➤ The Board of Directors (Board) provides oversight over climate-related risks and opportunities ➤ The Board and Risk Committee rely on the Executive Committee, which provides managerial oversight of climate-related risks and opportunities with responsibilities delineated as follows <ul style="list-style-type: none"> › CIO: ensures the integration of climate issues into the investment process › Sustainability Committee: oversight of investment stewardship activities 	Stewardship and Sustainable Investing Policy → download
Strategy	<ul style="list-style-type: none"> ➤ Material climate change risks and opportunities are integrated into the valuation and investment decision-making process for every security in the investment universe ➤ Climate change concerns have led to an increased focus on ESG integration throughout the investment process. It is also increasingly influencing investee engagement and proxy voting activities ➤ Where there are material climate exposures and scenario analysis available from investee companies, this is assessed and incorporated into our overall analysis. For specific sectors where climate change matters are material, additional sensitivity analysis is performed ➤ Opportunities exist with respect to companies that can support a just, low-carbon transition journey ➤ The Company continued to evaluate its product offering, including the provision of sustainable investment products 	Stewardship Report 2022 → download Stewardship and Sustainable Investing Policy → download



OUR SUMMARISED INVESTMENT-RELATED CLIMATE ACTIONS AND DISCLOSURES CONTINUED

Theme	Key information	Further information
Risk management	<ul style="list-style-type: none"> ➤ Material climate change risks and opportunities are integrated into all valuation and investment decisions. Information from various sources, including company reports, third-party data providers and through direct engagement with companies, is used to understand transition risks (such as stranded assets), as well as physical and liability risks ➤ This information is interpreted by investment analysts and integrated into their assessments of the long-term fair values of companies. A dedicated ESG analyst identifies best practice with respect to risk identification, external data providers, benchmarks and metrics, and provides support to investment managers and analysts ➤ Engagement with investee companies is a key part of managing climate risks and driving meaningful environmental change. This approach is favoured over divestment in order to drive decarbonisation. However, if engagements fail, investment cases and valuations will be re-assessed 	<p>Stewardship Report 2022 → download</p> <p>Stewardship and Sustainable Investing Policy → download</p>
Metrics and targets	<ul style="list-style-type: none"> ➤ Climate metrics are monitored at the investee company and portfolio level ➤ In addition, we assess other environmental metrics, such as water to understand scope of impact ➤ The weighted average Scope 1 and Scope 2 GHG emissions intensity of Coronation's key equity strategies are disclosed in the 2022 Stewardship Report. The emissions intensities of comparable benchmarks are also disclosed, as are the largest contributors to portfolio emissions intensity per investment strategy 	<p>Stewardship Report 2022 → download</p>



Carbon reporting on our portfolios

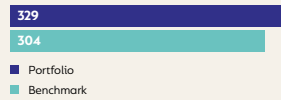
We report the carbon intensity (the estimated number of tonnes of carbon emitted for every \$1 million in revenue generated by the portfolio's underlying holdings) of select strategies. This calculation includes Scope 1 emissions (produced directly by a company's activities) and Scope 2 emissions (relating to the electricity that a company consumes). Our Active Global Equity Strategy and Global Emerging Markets Equity Strategy have carbon exposure levels below that of an investment in the appropriate index tracker for each strategy. These values should be considered in tandem with the regular engagements we have in order to understand how companies plan to reduce their emissions. Our South African Houseview Equity Strategy carbon exposure exceeds the benchmark due to the introduction of Sasol into the portfolio in 2022.

PORTFOLIO-LEVEL CARBON EMISSIONS

Weighted average carbon intensity (tCO₂e/\$M SALES)

Largest contributors to portfolio carbon intensity

SA Houseview Equity



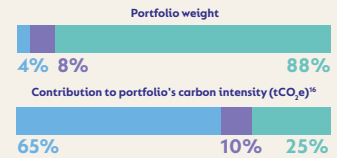
Sasol Ltd (ZA)



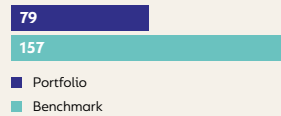
Anglo American Plc (GB)



Rest of portfolio



Active Global Equity



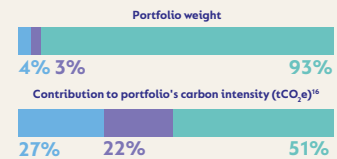
Canadian Pacific Railway (Canada)



Canadian National Railway (Canada)



Rest of portfolio



Global Emerging Markets Equity



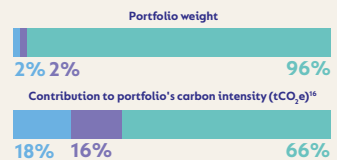
AngloGold Ashanti Ltd (ZA)



Anglo American Plc (ZA)



Rest of portfolio



Sources: MSCI, Coronation

¹⁶ Carbon dioxide equivalent or CO₂e is the number of metric tonnes of carbon dioxide emissions with the same global warming potential as one metric tonne of another greenhouse gas



Partnering for stewardship

SUPPORTING CLIMATE ACTION 100+



We worked with lead engagers to engage high carbon emitters on actions to improve disclosure and reduce emissions.

EARLY ADOPTER OF GLOBAL PRINCIPLES



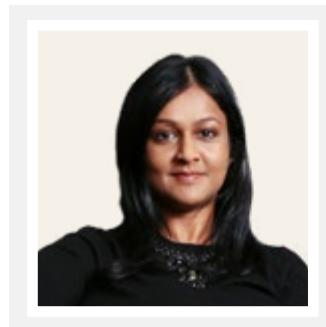
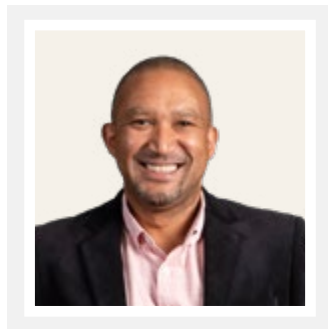
We were one of the first South African asset managers to become a signatory of the UN-backed Principles for Responsible Investing.

SUPPORTING RESPONSIBLE INVESTING



We are a signatory to CRISA, which emphasises the importance of integrating sustainability factors into investment strategies.

Coronation is a signatory to/member of multiple responsible investing and stewardship codes and organisations, including the Principles for Responsible Investment (PRI), the Code for Responsible Investing in South Africa (CRISA), the CDP (formerly the Carbon Disclosure Project) and Climate Action 100+. In addition, we adhere to the principles denoted in the updated UK Stewardship Code.





ENHANCING OUR EXCELLENT CLIENT SERVICE

To ensure our clients receive the excellent service we promise, it is essential that our teams and systems are structured to deliver. Our team comprises experienced client service professionals and client fund managers, backed by leading-edge systems. Digital and in-person thought-leadership conferences and content aim to empower our clients. As cybercrime escalates, we are constantly upgrading cybersecurity to ensure that client data and portfolios are protected from cyber criminals.

Without clients we have no business and the assets under our management are on 24 hours' notice, so client service is core to Coronation's sustainability. While our employees returned to the office following the Covid lockdowns in November 2021, the measures we put in place to enable remote work remain in place, guaranteeing our clients organisational agility and efficiency, seamless operations and most importantly, consistent, world-class service levels.

Client satisfaction

Our annual client surveys across both retail and institutional clients ensure that we keep abreast of client sentiment and equip us to address issues timeously and respond to client needs. This year's surveys showed that client loyalty remains above 90% and satisfaction with our client service is 99%. We do not take these ratings for granted and continually review both positive and negative feedback to improve our service. Our compliance department reviewed all complaints received and found that no material client complaints required formal escalation to the chairpersons of the Audit, Risk and Social, Ethics and Transformation Committees. Coronation supports the principles set out in the Financial Sector Conduct Authority's Treating Customers Fairly initiative and, through our involvement with the Association for Savings and Investment South Africa (ASISA), we actively engage to refine the practical aspects of this outcomes-based framework.

CLIENT SURVEY SHOWS

>90%

client loyalty rating

>820

institutional client engagements

Leading-edge client service platforms

During the period under review, we launched a new digital investment platform for financial advisers to complement our direct investor site. Advisers can now take advantage of the digital authorisation process, which means no more paperwork. In the four months since launch, we have over 1 800 linked adviser codes. Investors now have the ability to open an offshore account in minutes, fund it through innovative payment platforms like Shyft, and take advantage of our reduced minimum investment amount of just \$/£/€500.

Communication and engagement

The standout client event of the year was our 30th birthday where we hosted both institutional clients and larger IFAs. It was a day to remember, with Coronation's investment professionals, business leaders and industry experts sharing their views on a variety of panels and breakaways. The highlight of the day was a panel featuring all of Coronation's current and former CIOs, all of whom are still team members, a key strength of our business.

Between October 2022 and September 2023, our retail team sent an estimated 1.5 million emails to investors and stakeholders, and had around 5 000 independent financial adviser engagements.



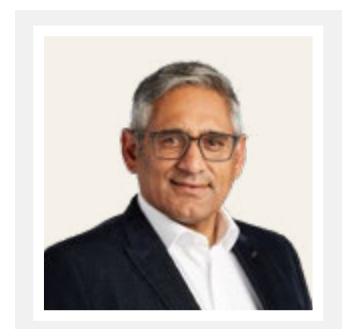
In the institutional arena, we had over 820 client engagements during the year. We continued to keep our clients informed about the macro environment as well as the shares held in their portfolios by publishing thought-leadership articles written by our investment team regularly throughout the year. At the end of 2022, we introduced our inaugural ESG survey, allowing clients the opportunity to express their key ESG engagement priorities and strengthening our ability to align our activities with client needs and expectations.

In January 2023, we were pleased to once again welcome our institutional clients in person at our well-attended Talking Investments thought leadership conference. The event featured distinguished experts, who shared valuable insights on a diverse array of engaging and relevant subjects. We were also delighted to resume our Women's Day event, where we invite women clients and learners to join us for a day of connecting and hearing from women who lead in their fields.

The Personal Investments team hosted five virtual sessions and one hybrid round (in-person and virtual) of Conversations with Coronation, with an average rating of 4.6/5 with 9 300 attendees across the six rounds. If you missed these sessions and would like to listen to the recordings, we have made them available on www.coronation.com.

Expert client service professionals

We are committed to maintaining our excellent client service for existing and prospective clients. We have an experienced team of client service professionals and fund managers who are responsible for building trusted and long-term relationships with our clients, underpinned by high-quality client service. We are aware that both our global and local institutional clients are increasingly engaged as active owners, with a sharper focus on long-term sustainability. We remain well positioned to meet these demands.





DEVELOPING OUR GLOBAL FOOTPRINT

As a global investor, we offer our clients access to 30 years' worth of investment experience across global developed, emerging and frontier markets. We manage a total of R50 billion in our global strategies on behalf of leading international retirement funds, endowments and family offices.

Over the last decade, we have expanded our investment offering to cover a broad range of markets in a few targeted global investment strategies.

A world-class global capability

Since we launched our first global product in 2008, we have steadily invested in growing a comprehensive range of global solutions to meet the diverse needs of our global client base. We have established compelling performance track records across our product range, demonstrating the strength of our investment approach, and our ability to add long-term value to investors across asset classes and geographies.

We have delivered compelling track records across equity, fixed-income and multi-asset solutions, through our existing range of mutual funds, as well as through bespoke solutions that are designed to meet the specific needs of large institutional investors. We currently manage a combined total of R50 billion on behalf of our international clients within our global strategies. We continue to invest in growing our international capability and have launched a number of global equity solutions in recent years. These solutions build on our existing global expertise, employing the same investment philosophy and approach, supported by our experienced team and robust research platform to generate alpha in new areas. These new solutions are designed to meet specific investment needs that we have identified through our research and interactions with current and potential investors.

An example of this is our recently launched Coronation Emerging Market Diversified Equity Fund, which applies our proven Emerging Market expertise to a solution designed for investors that seek active, long-term outperformance alongside tighter management of benchmark-relative risk exposures when compared to a clean-slate solution.

A strong recovery in performance

The active and high-conviction nature of our investment approach means that short-term returns can deviate materially from their benchmarks while we pursue long-term outperformance for our clients. While periods of underperformance may be uncomfortable, our experience over the past 30 years has proven the merit of remaining committed to our disciplined, bottom-up, valuation-driven approach to investment. We understand that the ability to remain patient, steadfast and focused through periods of heightened uncertainty are key to delivering outstanding long-term performance to our clients. The recent strong recovery in both the absolute and relative performance of our global fund range after a challenging performance period is evidence of the effectiveness of our investment approach.

As always, we remain committed to delivering outstanding long-term investment returns to our clients, and continue to focus resolutely on the long-term prospects of the securities in which we invest.



Achievements on the global stage

Our relentless pursuit of excellence across every facet of our business has earned us several prestigious international awards.

- ▶ *Stewardship*: In 2022, at the International Corporate Governance Network's biannual Global Stewardship Disclosure Awards, we were awarded first place for companies with an AUM of less than £60 billion.
- ▶ *Diversity and Inclusion*: Coronation was awarded first prize for Diversity at the 2023 European Pensions Awards as well as the 2023 Irish Pensions Awards, recognising our dedicated efforts to improve diversity at all levels of our organisation and setting us apart as a leader in this important area.

We were also runners up for the 100 Women in Finance Diversity and Inclusion Award for the EMEA region, further recognition of our commitment to fostering a diverse and inclusive workplace.

Fully integrated global solutions for South African investors

With the expansion of offshore limits for South African retirement funds to 45%, we embraced the opportunity to utilise our established global investment capability to offer our clients a well-rounded investment solution within the framework of the new offshore regulations. These regulations triggered a strategic shift in our management of Regulation 28-compliant balanced funds. We integrated our domestic and global investment capabilities, with our proven global expertise allowing us to diversify portfolios and allocate to best-in-class offshore ideas across the asset classes. We firmly believe that this integrated approach presents a compelling opportunity for clients that wish to capitalise on the increased offshore limits and believe that our holistic approach will yield substantial long-term benefits for our investors.

Future focus

We remain committed to fostering strong and trusted relationships with global clients and asset allocators, with the goal of expanding our global product range into new markets and introducing new solutions to cater to evolving market demands.



CHAMPIONING ACTIVE CORPORATE CITIZENSHIP

We are an engaged corporate citizen that champions and is actively working towards building a transformed and inclusive financial services sector and an equitable society. We achieve this through education, training, enterprise development, stewardship, corporate social investment and industry engagement.

This year, President Ramaphosa moved to strengthen the relationship between government and the private sector in a bid to improve economic growth and employment, stamp out corruption and improve investor confidence.

This is a move that Coronation fully supports, both from a business sustainability perspective as well as the sincere desire to contribute to a society that is equitable and inclusive and that provides meaningful support to all of its citizens. This requires stimulating robust economic growth, job creation and service delivery to our communities. To achieve this, close cooperation between SA Inc., all spheres of government and the NPO community is required.

We get involved

We play an active role in shaping the South African financial services industry. Most of our regulatory interactions are with the South African Financial Services Conduct Authority (FSCA) and the South African Prudential Authority (PA), either directly or through our involvement with the Association for Savings and Investment South Africa (ASISA).

As a member of the South African business community, Coronation is a member of Business Leadership South Africa, part of the CEO Initiative and is a shareholder in the SA SME Fund. Furthermore, in terms of our global operations, we abide by the requirements of the Investment Company Institute (US), the Irish Funds Industry Association and the UK Stewardship Code.

Stewardship

To demonstrate our commitment to increased stewardship and ESG integration in our investment and operational activities, we are a signatory to, or a member of, several voluntary organisations. For more information on these organisations and our integration of ESG factors in our investment process, refer to our 2022 Stewardship Report, available on www.coronation.com or → *refer to page 35* of this report. Furthermore, as a part of our stewardship activities, we have focused initiatives that aim to support a sustainable future for all. These include:

- ▶ A key thematic project for the period centred on mining safety, where we engaged with South African mining companies and reviewed global mining firms to understand the factors influencing safety outcomes and the potential link between safety and remuneration
- ▶ We continue to advocate for diverse workforces and practices that promote inclusivity
- ▶ We engage extensively on climate change matters in order to support the mitigation of the impacts thereof

For more information on how we engage and collaborate please *refer to our Stewardship Report*.

We are a

Level 1

contributor to B-BBEE



We look to the future

Social impact

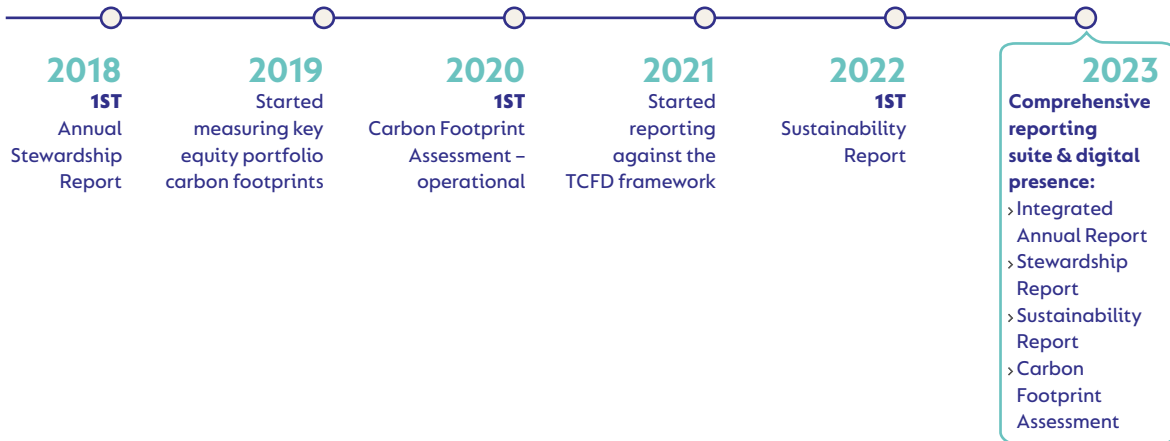
We are committed to advancing transformation in South Africa and creating a better society for all. Through disciplined recruitment, we focus on transformation across all areas of our business. We have made a significant contribution to the transformation and development of skills in the broader financial services industry. In addition, our corporate social investment programmes aim to address the South African education crisis and support food security in local communities.

For full details *refer to our Sustainability Report*.

Environmental impact

Environmental issues, such as climate change, biodiversity loss, water scarcity and pollution, are among the most significant challenges of our time. We understand that for our business and society to thrive, we need to promote and advocate for a healthy environment. As a company with the long term at the heart of everything we do, we understand the materiality of climate-related risks and the need for transparent reporting. In 2018, we expanded our reporting to include investment stewardship, and have been making steady progress ever since, with the commitment to disclosing our climate-related activities against the framework recommended by the now-concluded Taskforce on Climate-Related Disclosures (TCFD) and the continuation of our carbon footprinting and sustainability reporting journey.

Our recent reporting journey



For more information on how we engage with companies on material ESG issues, refer to our 2022 Stewardship Report, available on www.coronation.com or *page 29* of this report.

Our carbon footprint

Our fourth Carbon Footprint Assessment is published on www.coronation.com. We have achieved a carbon neutral footprint via our partnership with Walker's Recycling. The energy crisis in South Africa has had a material impact on our metrics, with our other 2023 metrics normalising to pre-pandemic levels due to the resumption of business-as-usual operations and travel during the reporting period. We will continue to deepen our approach to monitoring and improving our operational sustainability.



Climate-related financial disclosures

We view climate change as a material systemic risk to all companies and believe it requires constant disclosure. We also understand the critical role that allocators of capital such as ourselves can play in driving companies to improve their climate-related practices and mitigate the impacts of climate change. At Coronation, we apply the same ethos to our own business operations to identify opportunities to reduce and mitigate our environmental impact. The table below is our 2023 corporate disclosure, which is aligned with the framework recommended by the now-concluded TCFD.

OUR CORPORATE CLIMATE-RELATED DISCLOSURE

Theme	Summary	Further information
Governance	<ul style="list-style-type: none"> ➤ The Board of Directors (Board) provides oversight over climate-related risks and opportunities ➤ Climate-related risks and opportunities are tabled at Board and Committee meetings to ensure that these matters are given due consideration when formulating strategy ➤ Board members have undergone training on climate-related matters and are encouraged to attend additional training sessions ➤ The Board has mandated management to identify and report on climate-related risks 	Corporate ESG Policy → download
Strategy	<ul style="list-style-type: none"> ➤ Climate strategy focuses on reducing the Company's environmental impact and remaining resilient to the physical impacts of climate change ➤ Collaboration with multiple responsible investment and stewardship codes, organisations and initiatives informs climate change best practice and strategy 	Carbon Footprint Assessment 2023 → download Stewardship Report 2022 → download
Risk management	<ul style="list-style-type: none"> ➤ Climate risks are ranked, rated and treated in accordance with the Group Risk Management Framework and are included in the Group Risk Register 	
Metrics and targets	<ul style="list-style-type: none"> ➤ Detailed information on Scope 1, Scope 2 and some Scope 3 emissions are provided in the Carbon Footprint Assessment 2023. This includes data sources, total emissions, emissions sources, emissions intensity values, and Scope 2 emissions by location ➤ Operational GHG mitigation options being considered are also disclosed, as are future improvements in GHG emissions calculations. Coronation is committed to reducing its operational emissions as far as possible as business operations normalise post the Covid-19 pandemic. All emissions included in the Carbon Footprint Assessment 2023 have been offset 	Carbon Footprint Assessment 2023 → download





Our corporate environmental impact

Scope of assessment

This assessment includes the greenhouse gas (GHG) emissions from the operational activities of Coronation's offices in South Africa, the UK and the Republic of Ireland. It focuses on business operations only, and excludes the indirect GHG impacts of Coronation's core business of investing, which are detailed in our annual *Stewardship Report*.

- Coronation has six physical office locations that drive our resource consumption and GHG emissions. These premises are leased and any infrastructural changes to positively impact our sustainability would need to be negotiated with our lessors.
- Our head office is in Cape Town (434 employees), with others in Johannesburg (7), Durban (3), Pretoria (3), London, UK (11) and Dublin, Republic of Ireland (7).¹
- The assessment followed the GHG Protocol: Corporate Accounting and Reporting Standard.²

The three-scope framework

The GHG Protocol provides a three-scope reporting framework for the classification of emissions from different business activities.

Scope 1:

Stationary combustion and refrigerants.



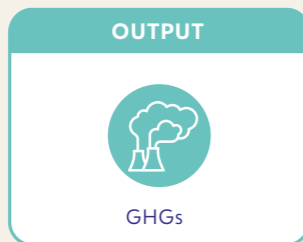
Scope 2:

Procured grid electricity.



Reported Scope 3:

Business travel, employee commuting, waste, materials and water.



¹ Employee numbers include permanent and contract employees employed during the period ended 30 September 2023

² Methodology: The assessment methodology followed the reporting principles and guidelines provided by the Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard published by the World Business Council for Sustainable Development and the World Resources Institute (WBCSD/WRI). The Protocol provides requirements and guidance for companies and other organisations preparing a GHG emissions inventory. The Protocol provides a three-scope reporting framework. In this assessment, all Scope 1 and 2, as well as selected Scope 3 categories were included

TOTAL GHG EMISSIONS
1 783t

AVERAGE PER EMPLOYEE
3.8tCO₂e

17.3tCO₂e + 99.0tCO₂e = 116.3tCO₂e

Electricity

Procured grid electricity was the main energy source for our built operations in 2022.

ELECTRICITY USE 711.8 MWh (megawatt hours)
ELECTRICITY 109.0 kWh/m² (kilowatt hours)
GHG EMISSIONS 585.3 tCO₂e

Business travel and commuting

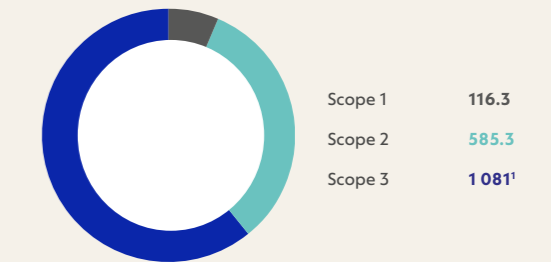
FLIGHTS + ACCOMMODATION + VEHICLE HIRE + COMMUTE = 1 077.7tCO₂e

Water, waste and materials³

1.4tCO₂e + 1.8tCO₂e + 0.1tCO₂e = 3.3tCO₂e

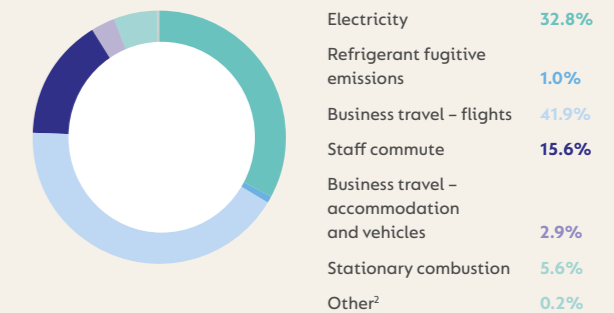
³ While water consumption is not a material part of our operations, we recognise careful consumption is good practice, particularly in water-stressed locations in South Africa

SCOPE OF EMISSIONS (TONNES CO₂e)



¹ Scope 3 emissions have significantly increased due to the normalisation of business activities

GHG CONTRIBUTORS



² Municipal water; paper

Note: Figures may not add up to 100% due to rounding

Current initiatives that reduce our environmental impact

- Board-level reporting on climate change
- Ongoing Board training to deepen understanding of ESG matters
- Second Sustainability Report
- Carbon neutral through purchase of carbon credits
- Energy-efficient motion sensor lighting
- Dedicated recycling areas
- Paper shredded and recycled
- Organic waste composted
- Biodegradable catering containers
- Water conservation promoted among employees
- Refillable water bottles and on-tap water stations

Future focus

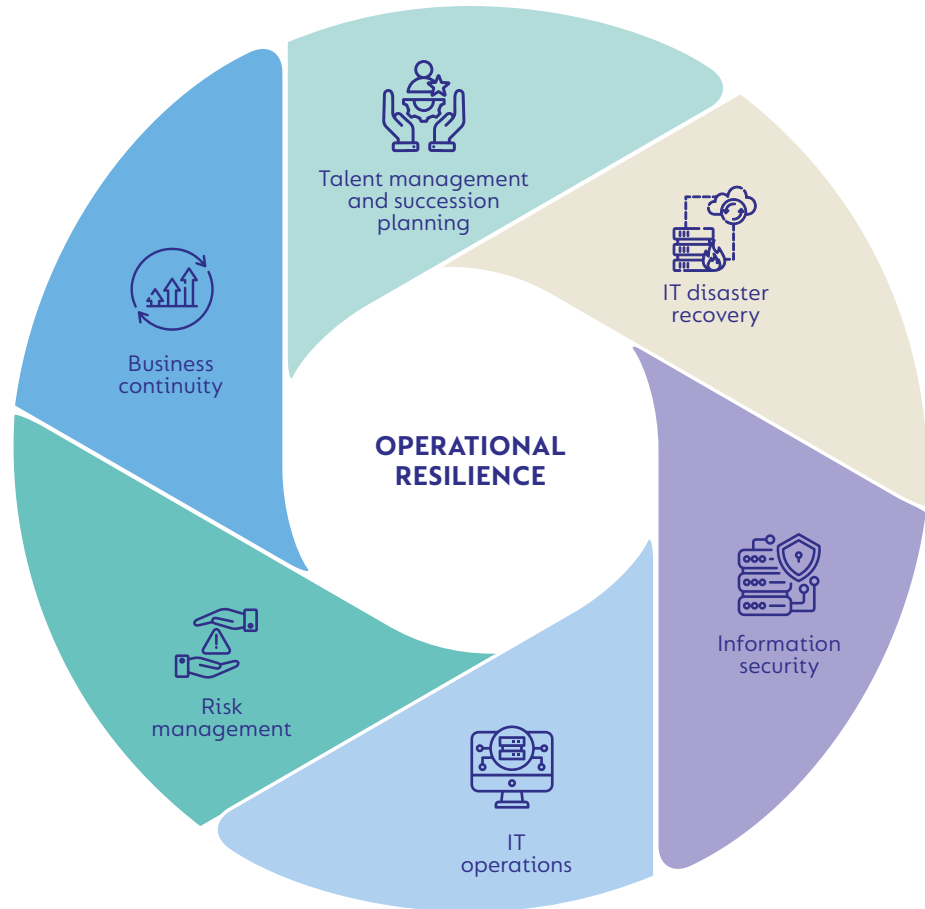
- Review of business practices to reduce our carbon emissions where possible
- Project to identify all material operational Scope 3 emissions
- Continue to track progress in 2024



STRENGTHENING OPERATIONAL RESILIENCE

Coronation's ability to maintain business sustainably is contingent on our most valuable assets – our people and the enabling technology that supports them. We are committed to investing in both our technological capabilities and our people to benefit our clients and other stakeholders.

The key pillars of our operational resilience relate to the strengthening and efficacy of our business processes and related risk mitigation.



We actively invest in our people and the technology that enables their success, with a particular focus on maintaining a highly skilled workforce via education, training and wellness initiatives. From a technology perspective, we are focused on achieving efficiencies, greater innovation and robust risk management. The key investments are in client service systems, strengthening our local and global investment capabilities, optimising information systems, data management and cybersecurity.

Talent management and succession planning

In a highly competitive industry, the long-term retention of world-class talent is critical to the success of our business. Our investment team remains one of the most experienced and stable in the industry. Similarly, we have an enviable staff retention ratio and our employees across the business are highly skilled. Coronation is a meritocratic, team-based organisation, with a strong ownership culture.

Ownership is a key pillar to our success and aligns employees' interests with those of all other stakeholders, empowering employees and entrenching long-term thinking across all areas of the business. This is evidenced by the fact that 29% of our business is owned by our employees and our remuneration structure facilitates entrenchment of this culture.

In order to retain and motivate our employees we have maintained a number of initiatives focused on education, training, wellness, and culture. These initiatives include but are not limited to the following:

- ▶ Encouraging employees to further their education and to further develop their skills, with a key focus on supporting investment team members to become CFA Charterholders
- ▶ Continuous professional development which is facilitated by a wide range of training initiatives
- ▶ Holistic wellness initiatives including making mentorship and coaching available to employees
- ▶ The Aspiring Leader Project, our formal continued workplace career development initiative

Looking ahead

In order to ensure the sustainability of our business, employee retention and succession planning are key focus areas. Future talent such as junior employees, interns and bursary students are earmarked in our succession planning processes. Management takes an active role in on-the-job training and mentorship of this talent. Succession plans for key roles across the business were reviewed both internally and by the Remuneration and Nominations Committee and relevant plans put in place.

IT disaster recovery

To ensure the continuation of our core functions in the event of a disaster scenario, a combination of Business Continuity and Disaster Recovery Plans have been established (refer below for business continuity). The ultimate goal is the recovery of the critical functions required to enable our business to continue with minimal disruption, until such time as the full operational environment has been restored.

Three key phases of disaster recovery:

- ▶ Notification/Activation Phase: to detect and assess damage and to activate the BCP
- ▶ Recovery Phase: to restore temporary operations and assess damage to the system
- ▶ Reconstitution Phase: to restore system processing capabilities to normal operations

There is regular business continuity testing to ensure we are adequately prepared for any business disruptions.

Information security

As custodians of client and third-party data as well as our proprietary information, Coronation has an ethical and legal obligation to apply accepted industry standards in how we safeguard that information. This includes safeguards from risk of loss, theft, unavailability, and unauthorised access, and to treat the information we gather and create as a corporate asset.

It is Coronation's intent to ensure that information will be protected from a loss of:

Confidentiality: information is accessible only to authorised individuals.

Integrity: safeguarding the accuracy and completeness of information.

Availability: that authorised users have access to relevant information when required.

We adopt a risk-based approach to information security and apply leading practice standards in designing and implementing controls where relevant to our business.

IT operations

IT and IS infrastructure, systems and business support functions are maintained by experienced in-house teams, each respectively reporting to the Head of Information Technology and Head of Information Systems. We apply a holistic approach to managing IT and IS risks across the business, focusing on both the technology and systems and the people who run them, as well as the people and processes they support.

Technology

- ▶ We maintain infrastructure on site as well as virtual hosting and storage platforms
- ▶ We have active monitoring systems measuring the health of our infrastructure and systems, and monitoring our cloud and/or hosted application programming interface (API) endpoints
- ▶ Technology includes advanced access control systems, environmental monitoring and detection systems, and power management. Backup and redundancy systems are employed as appropriate
- ▶ Data security is managed via advanced threat intelligence, monitoring systems and a 24/7 active Security Operations Centre (SOC)
- ▶ The Head of Information Technology and the Head of Information Systems work closely with the Risk and Compliance team to maintain technology-specific risk registers, and report regularly to the Audit and Risk Committees on IT- and IS-related risks

People

- ▶ Users are regularly made aware of their individual responsibility regarding information security, as encompassed in our various policies
- ▶ We are part of a South African financial services industry cybersecurity forum and global cyber intelligence community through the Financial Services Information Sharing and Analysis Centre (FS-ISAC). This facilitates sharing information regarding industry-specific risk and employs a qualified information security team whose collective certifications include:
 - › Certified Information Security Manager (CISM)
 - › Certified Information Systems Security Professional (CISSP)
 - › Certified Ethical Hacker (CEH)
- ▶ Our Senior Management team frequently attends technology and cyber panels and events to ensure we remain ahead of the curve

Process

- › Key IT processes are documented and periodically revised to remain current
- › Independent assurance is regularly obtained

Risk management

Risk is an inherent and unavoidable part of any business. Appropriate risk management is crucial to protect stakeholder interests, ensure adherence to regulatory requirements and maintain the long-term sustainability of the business while entrenching corporate governance principles.

Risk management is a multi-faceted discipline that requires appropriate governance, independent monitoring, frequent communication, the application of judgement and robust knowledge of specialised products, operations, legislation, technologies, and markets.

Risk management is thus a continuous process that should effectively deploy resources to minimise the probability of negative events while maximising the realisation of opportunities. We adopt a dual top-down and bottom-up approach to identifying risks, which considers the external environment and strategic planning to identify key strategic risks, as well as identifying risks at the operational level, which includes technology, process, client, and product-specific risks.

Business continuity

A significant focus of our Business Continuity Plan relates to key personnel dependency and succession planning. Coronation mitigates this risk as follows:

- › Key senior managers: we endeavour to have at least two senior managers covering similar oversight responsibilities
- › Key functions: investment team follows a co-portfolio manager model
- › Succession plan for all key managers addressed annually and reviewed both internally and by the Remuneration and Nominations Committee

Incident management

When faced with incidents that could disrupt the delivery of critical operations, the Exco is responsible for decision-making, supported by internal and external resources. This includes the following:

- › Maintaining an inventory of incident response and recovery resources, including learnings from the experience of others
- › Co-ordinated incident response procedures, including regular formal meetings on the matter in order to make timely decisions and the appointment of key persons
- › Managing communication to stakeholders with an emphasis on mitigating risk and reputational impact
- › Conducting detailed post mortems and incident reports to ensure appropriate measures are implemented to prevent recurrence

Material matters

These are factors that have the potential to significantly impact our financial sustainability, ability to deliver long-term investment outperformance for our clients and create value for our stakeholders.

	Material matters and alignment to strategy	Risk	Opportunity/Response
Investment performance 	<p>We are a long-term active manager. Our 30-year track record and single investment philosophy have proven our ability to deliver alpha over the long term. This is at the centre of our promise to deliver value to our clients and other stakeholders</p>	<ul style="list-style-type: none"> Unprecedented global economic and geopolitical factors impacting markets and eroding the efficacy of our investment approach to add value over medium- and long-term measurement periods 	<ul style="list-style-type: none"> Challenging environment presents an opportunity to acquire undervalued assets with excellent growth prospects and sow the seeds for future outperformance Our long-term track record and our in-depth proprietary research present a compelling opportunity for potential clients
ESG 	<p>Sustainability founded on the pillars of ESG is a critical cornerstone of our investment philosophy and our corporate operations</p>	<ul style="list-style-type: none"> Misinterpretation of our integrated ESG investment approach that is founded on engagement before exclusion Many ESG factors manifest in the long term and are subjectively integrated into valuation models. There is a risk that other market participants price these risks differently, which could impact market prices The ESG regulatory environment is rapidly changing from voluntary to mandatory disclosures. This results in increased demands on businesses and the risk of lagging best-practice disclosure 	<ul style="list-style-type: none"> Our fundamental bottom-up research process ensures that ESG analysis and engagement are fully integrated into the analysis and execution of each investment case by the responsible analyst, rather than outsourcing the function. This leads to a holistic understanding of the impact of ESG factors on specific shares and the overall portfolio Value creation and responsible corporate citizenship can be achieved through increased engagement and collaboration on material ESG issues We continue to deepen our stewardship activities across key E&S issues, and to ensure that investee companies have appropriate governance structures in place to manage material ESG risks and opportunities
Talent 	<p>Our people are our key resource and we are challenged by a competitive and skills-scarce environment that has been further impacted by the globalisation of the workforce</p>	<ul style="list-style-type: none"> Achieving transformation in a scarce-skills environment Significant scarcity of skills across functions, including IT and IS resources Emigration 	<ul style="list-style-type: none"> Continue to invest in employee development and wellness, with a sharp focus on young talent Post-pandemic embedding of greater flexibility for employees

	Material matters and alignment to strategy	Risk	Opportunity/Response
South African environment 	<p>The SA savings pool is shrinking, impacted by low economic growth, ailing SOEs, failing infrastructure and low confidence in SA Inc., which has an impact on us as a large player in the market</p>	<ul style="list-style-type: none"> Outsized impact of shrinking savings pool as a larger player in the market 	<ul style="list-style-type: none"> Buying opportunity for undervalued SA stocks To actively engage with policymakers, regulators and industry peers to lobby for policy implementation to support stronger and sustainable economic growth
Client changing requirements 	<p>A shift in consumer and client trends, including the request for alternative products, greater access to global markets, ESG-focused products and client engagement technology</p>	<ul style="list-style-type: none"> Inability to meet evolving client needs 	<ul style="list-style-type: none"> Launch of new products Continued focus on client engagement with a return to in-person events Regular client engagements to understand their evolving needs
Regulatory environment 	<p>Significant changes in the regulatory environment, as well as the increased pace and volume of regulations</p>	<ul style="list-style-type: none"> Non-compliance due to pace and volume of regulatory change Increased cost of doing business 	<ul style="list-style-type: none"> Greater engagement with policymakers Engagement with peers and broader SA Inc. to avoid unintended consequences and strive for best outcomes
Transformation 	<p>Coronation continues to focus on diversity and inclusion, the demand for which has gained momentum globally. Clients, regulators, and industry bodies require a clear demonstration that we are a transformed and inclusive business</p>	<ul style="list-style-type: none"> Loss of clients if not perceived to be a transformed and inclusive business 	<ul style="list-style-type: none"> Continue to champion inclusivity and transformation Introduce and maintain robust transformation programmes, internally and externally Increase in black ownership with additional Imvula II allocations made to employees

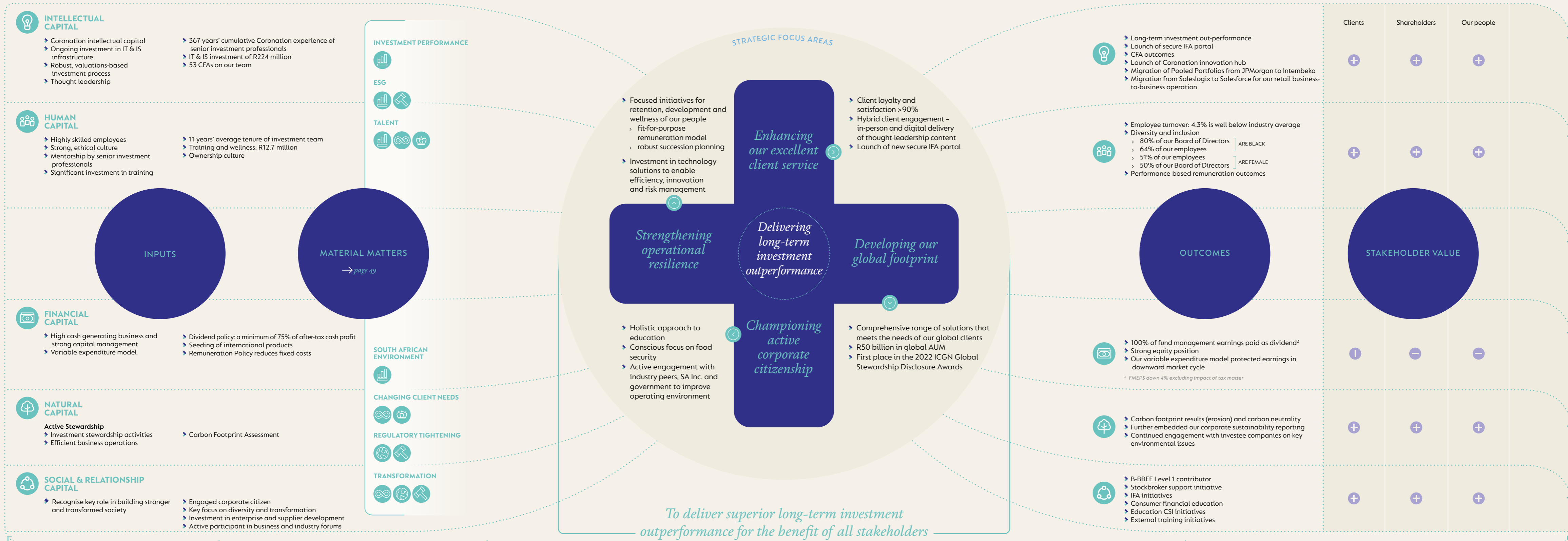


How Coronation creates value for stakeholders

The quality of our capital inputs directed by our material matters

and our strategy enable our core business activities

to generate long-term value for all our primary stakeholders



HOW CORONATION CREATES VALUE FOR CLIENTS

Our Client Charter sets out the core principles that we consistently apply to the way in which we manage our client portfolios and service the needs of our clients.



Our Client Charter

We strive to always put clients first

We have an unwavering commitment to the long term

We focus on producing top performance over all meaningful periods

We are uncompromising about ethics

All our employees commit to the Coronation Client Charter and, as an independent asset manager with no tied assets, we are conscious of the fact that assets under our management can leave us on 24 hours' notice. Putting clients' needs first is key to our sustainability as a business. Coronation has two primary client markets:

- ▶ Institutional clients (South Africa and international)
- ▶ Personal investment clients (South Africa only)

Employees are directly invested in the business and currently own 29% of the Company, while our Remuneration Policy aligns our employees with our clients' interests (→ *refer to our Remuneration Report on page 109*). Furthermore, we focus on consistent execution of our long-term, valuation-driven investment philosophy, regular fee and benchmark reviews, achieving rigorous client service targets, continuous enhancement of client service platforms and correspondence, and world-class security measures.

No window-dressing of returns

Institutional and retail clients are treated equally. We were the first asset manager in South Africa to comply with the Global Investment Performance Standards, a set of standardised ethical principles promoting performance transparency and comparability.

Appropriate funds and strategies

We offer a complete institutional offering across asset classes and geographies. Our focused range of domestic and international collective investment schemes and institutional strategies is designed to meet all of our investors' needs. We believe that the relaxation of Regulation 28 is positive for the SA savings industry and investors, broadening the opportunity set and enhancing diversification. We are also confident that it will be positive for our clients and stakeholders, as Coronation is one of the few local firms with proven and established global capabilities across both emerging and developed markets and, as such, we are well positioned for the internationalisation of the local savings industry.

Fees are aligned with client interests

When determining fees, we make allowance for our long-term ability to outperform the market over meaningful time periods, while also being fair and reasonable to clients and the business. As part of this commitment, we continually review fees to ensure they reflect market conditions and offer compelling value to our retail and institutional clients.

A highly skilled and stable investment team

Coronation has a single, integrated global investment team, including 68 well-rounded professionals with the expertise to price for profit across sectors, asset classes and geographies. Three former chief investment officers are still on our team and actively managing money. On average, team members have 11 years of experience with Coronation. Our investment team has been notably stable for the past 11 years when compared to the broader industry. We believe our investment strategy benefits from a culture that encourages individuals to challenge one another, making us less prone to errors that may result from biases and/or faulty assumptions.

How we deliver investment outperformance

Coronation has invested its clients' assets according to the same disciplined philosophy for 30 years. Coronation is an active manager, with a single long-term, valuation-driven investment philosophy. Through extensive proprietary research, we identify mispriced assets trading at discounts to their long-term business value. We are solely focused on assessing the long-term worth of a business and do not change positions based on short-term metrics, or on recent news flow.

Our proprietary company research is supported by extensive first-hand scrutiny of potential holdings, including country visits and meetings with management, competitors, industry experts and other information sources. Consistent with our long-term investment horizon, we integrate ESG factors into our investment decision-making (→ *refer to page 28* or the 2022 Stewardship Report on www.coronation.com).

We manage risk in multiple ways, including requiring higher margins of safety for our valuations, calibrating the size of exposures, diversifying, monitoring various macro drivers and ensuring that risk is appropriately managed at a portfolio level.

We understand that all clients are different, with differing risk budgets and return targets. This is why we offer a complete fund range that includes multi-asset funds and building block portfolios (single-asset class funds). In this way, clients are able to select the fund that best meets their needs at a specific point in time. All clients receive the same investment outcomes in their chosen strategy – no matter their size, or whether they invest directly with Coronation or through their retirement fund or other intermediaries.

In our pursuit of generating long-term outperformance, we are fortunate that the majority of our clients understand that this may, from time to time, come at the cost of underperformance in the short term. While these periods may be uncomfortable and testing, we have endured them many times throughout our three-decade history. We therefore know that they are an important part of our compelling and proven long-term investment track record. We remain committed to delivering outstanding long-term investment returns to our clients and continue to focus resolutely on the long-term prospects of the securities in which we invest.

Institutional clients

Our institutional strategies cover all asset classes across a number of geographies in both segregated and pooled mandates.

We are one of the largest managers of institutional assets in South Africa. Our clients include pension and provident funds, medical schemes, major banking and insurance groups, as well as other asset managers, through their multi-manager offerings. We have long standing relationships with a large number of key allocators in the country including all investment consultants, multi-managers and umbrella funds. We also manage assets for a number of leading international retirement funds, endowments and family offices.

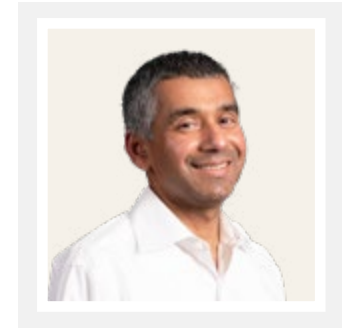
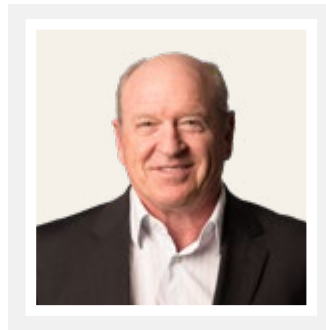
Investment strategies

SOUTH AFRICA

- › Multi-asset
- › Specialist equity
- › Fixed income
- › Hedge funds

GLOBAL

- › Global equity
- › Emerging market equity
- › Multi-asset
- › African equity

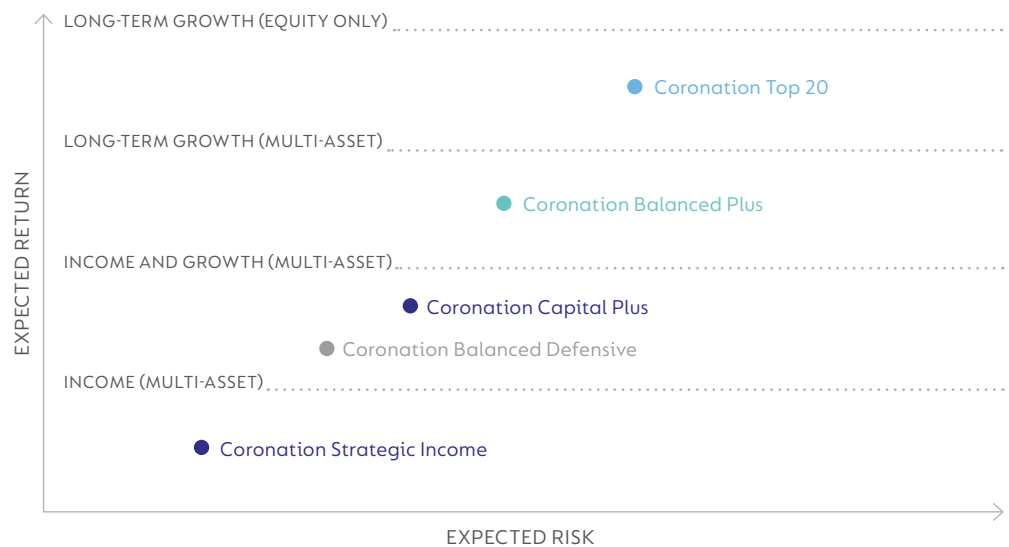


Personal investment clients

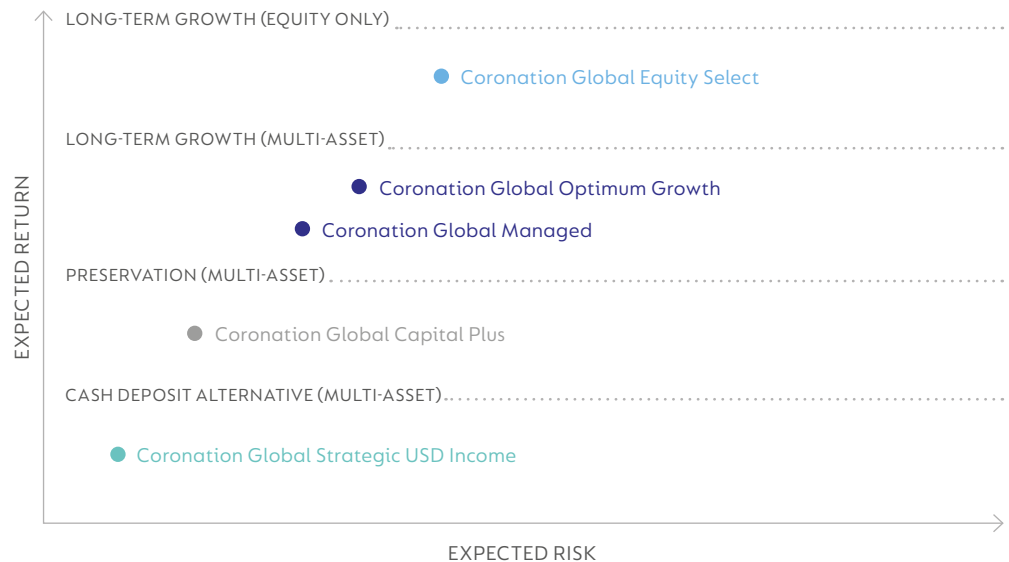
We are a leading manager of long-term assets in the South African collective investment schemes industry.

We offer a comprehensive range of investments, including domestic and international funds, individual retirement and life products, and tax-free investments. All funds are directly available from Coronation. We also distribute through the non-affiliated channels of discretionary fund managers, independent financial advisers and third-party linked investment service providers. We focus solely on investment management; we are not involved in other areas of the value chain, such as investment platform administration and the provision of financial advice. For South African investors, we offer a focused range of domestic and international funds, grouped by investor need:

Domestic flagship funds



International flagship funds



For more information on fund benchmarks and performance, please view the fund-specific fact sheets in the Funds & Products section on our Personal Investments [website](#).

Engaging with our clients

We have resumed in-person interactions with clients, including direct engagements and thought-leadership conferences. Of note this year, Coronation turned 30, and we celebrated this milestone with our clients at a day of presentations by various professionals in our business as well as other industry experts.

Institutional

Our dedicated fund managers manage every aspect of client service, including investment strategy, reporting and product-related matters. Our fund managers work closely with the portfolio managers to ensure they are an effective liaison – while freeing the portfolio managers to focus on investment management. In addition to dedicated fund managers, a client relationship manager is allocated to each client to attend to all administrative queries. Our fund managers engage in a large number of client interactions each year – both face to face as well as virtual – to ensure constructive and effective working relationships. During the year under review, the team made over 820 client engagements. In addition, we provide comprehensive written monthly and quarterly reports on our investment portfolios.

Personal investments

A team of client service professionals responds to all client queries in accordance with strictly monitored turnaround times. All client-facing employees undergo intensive fund range and compliance training and are offered additional communication skills training, and financial advisers are supported by Coronation investment specialists. Both direct clients and advisers receive regular communication covering a range of investment-related topics. This includes market insights and regulatory updates. In addition, our Company *website* provides extensive product information. Furthermore, to help advisers meet their Financial Intermediary and Advisory Services (FAIS) Act, No. 37 of 2002, training and continual professional development requirements, we offer Coronation-specific content, available on FAIS Exchange and other third-party platforms.

Client communication

We have aligned our communication strategy with the changing consumption patterns of our clients, offering written and digital content at varying degrees of length and complexity. Our channels include podcasts, webinars and thought-leadership articles and publications that we notify clients about via email. Prime content we provide includes our quarterly facts sheets, Front Row, Corospondent and Corolab Investment Guide.

Coronation's events are always well attended. This year, in addition to in-person, Talking Investments, Conversations with Coronation and our annual Women's Day event, we also hosted an additional investment seminar in celebration of our 30th anniversary. Additional communication channels include client meetings and our Coroconnect adviser information portal.

Stewardship and sustainability

We continued to build on our stewardship reporting and published our fifth annual Stewardship Report.¹ The report outlines our approach to responsible investing and how we integrate, engage and collaborate on ESG issues to fulfil our fiduciary responsibilities to our clients (→ *refer to page 28*). We have also published our second Sustainability Report, which details the impact Coronation's corporate activities have on society and the environment.

¹ Stewardship activities of the investment team are reported for the 2022 calendar year

Fair fees

Our fees are aligned with the interests of our clients. Reflecting this, some of our unit trust funds with performance fee structures discount fees by up to 83% of the base fee (charged when performance after fees equals benchmark performance) when they fail to outperform their benchmarks over the five years preceding the valuation point.

Fees aligned with clients' interests²



Appropriate strategies, funds and accounts

We have a comprehensive institutional offering across asset classes and geographies, and our focused range of domestic and international unit trusts is suitable for most investor needs. We also adapt our range to changes in the regulatory environment when the need arises. Such an opportunity was presented by the relaxation of Regulation 28, which we see as a positive for the SA savings industry and investors, broadening the opportunity set and enhancing diversification.

We are confident that we are well positioned for the internationalisation of the local savings industry, to the benefit of our clients. We only develop new funds when we believe that a new mandate can sustainably meet a clearly defined investor need, and in areas where we have adequate capacity, resources and expertise to deliver competitive results over meaningful periods. During the 2023 reporting year, we identified the need for niche fixed income funds in the retail space, and prepared two new mandates, which we launched in the later part of 2023.

Client security

As cybercrime intensifies, we continue to monitor and invest in technology that ensures our clients' information is secure and that their investments are protected (→ *refer to page 107*).

² Personal investments fees

Focus for the year ahead

Our focus remains on delivering superior long-term investment and service outperformance for our clients as responsible stewards of their capital. We will seek to deliver exceptional performance across all our strategies and build on our long-term outperformance by adhering to our disciplined investment philosophy and enabling culture, while continuing to deepen our stewardship journey through improved investee company engagement activities.

We will ensure that we maintain and deepen relationships and service levels with our clients and will continue to actively engage and communicate through the appropriate channels. In the retail space we added two new fixed income unit trusts to our range in the fourth quarter of the year, and we will continue to investigate new products in line with the changing investment landscape and client needs.

*Our focus remains
on delivering
superior long-term
investment
outperformance
for our clients*



HOW CORONATION CREATES VALUE FOR SHAREHOLDERS

We create sustainable value for shareholders by achieving investment excellence, which is reflected in our financial performance; adhering to the highest corporate governance requirements; the distributions of free cash flow; and continual engagement with shareholders.

It is important that shareholders understand that Coronation always places the needs of clients first. Our business is cyclical, and revenue is geared to market returns and the level of performance we generate on behalf of clients. This is unlikely to result in a smooth earnings stream. Short-term volatility is intrinsic in our business model, and shareholders should assess the business by looking at the long-term value it has delivered over a meaningful period.

Fundamentally, we are a cash-generative business, with regular and significant distributions of free cash flow generated paid out to shareholders. As per our policy, we endeavour to distribute a minimum of 75% of after-tax cash profit. After fully providing for the tax matter¹ in our interim results and assessing any projected future cash requirements, a final gross dividend of 165.0 cents per share has been declared for the financial year ended 30 September 2023.

¹ Refer to page 63

Shareholder engagement

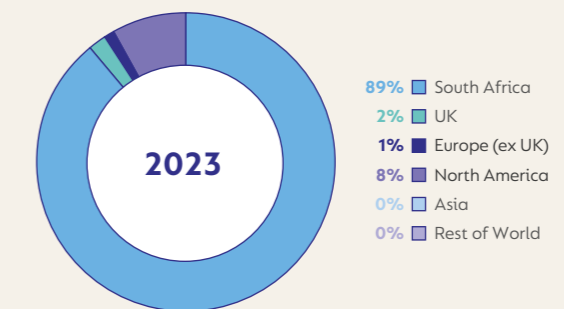
Coronation's CEO, CFO and other Board members proactively engage with shareholders to garner their views and maintain strong relationships. We distribute information on financial results and other Company updates through both owned and public platforms. Great care is taken to ensure that critical updates reach shareholders simultaneously.

Following the release of our interim and annual results, the CEO and CFO host conference calls with analysts and shareholders, as well as one-on-one meetings. At our 2023 AGM, in respect of the year ending 30 September 2022, shareholders and proxies representing 67.9% of our authorised shares in issue took part in the shareholder vote. Shareholders are encouraged to engage with management and Board members at the AGM and all directors make themselves available to attend the AGM, either in-person or virtually.

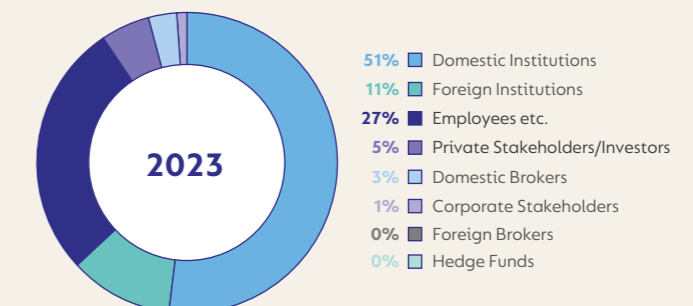
100%

dividend payout from after-tax cash profit¹

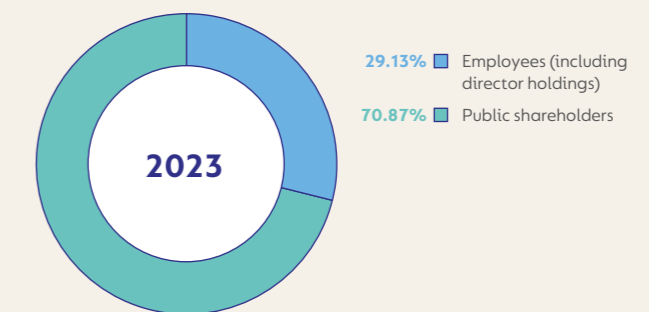
Shareholders per region



Investor type



Employee vs. public shareholders



SINCE 2003

R18.6bn

in dividends

Note: Totals may not add up to 100% due to rounding

¹ The impact of the tax matter was accounted for in the 2023 interim results and, as such, no interim dividend was paid

2023 outcomes for shareholders

Financial and operational performance¹

Fund management companies are cyclical businesses that are heavily impacted by market movements with a corresponding impact on the financial results.

The Group has been the subject of a review by SARS on a matter of principle relating to its international operations, to which management has objected. In the 2021 financial year, this matter was heard in the Western Cape Tax Court (the Court) and the Court ruled in the Group's favour on 17 September 2021. SARS subsequently appealed this judgment, and the matter was heard before the Supreme Court of Appeal (SCA) on 17 November 2022. The SCA handed down its judgment on 7 February 2023 in which, based upon its interpretation of certain provisions of the Income Tax Act, it upheld SARS' appeal and ordered CIMSA to pay additional taxes in respect of profits earned by its international operations, together with interest and costs. The SCA dismissed SARS' claim for penalties which SARS has subsequently appealed.

¹ Refer to the 2023 annual financial statements for additional information

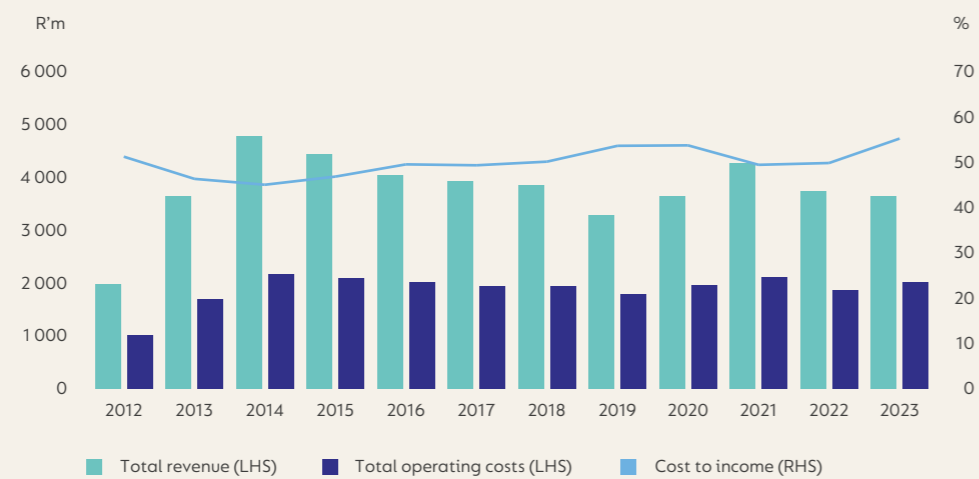
Prior to the SCA ruling, a contingent liability was disclosed as a possible obligation existed at that point. The ruling by the SCA is considered as an obligating event and, as such, the Group has a present obligation as defined in IFRS to pay the additional taxes and interest. As a result, and given that there have been no changes to the corporate structure, management's best estimate of the total obligation payable to SARS includes all the applicable years of assessments from 2012 to 30 September 2023 and amounts to R761 million. This matter had a material impact on the financial results with HEPS and fund management earnings per share (FMEPS) down 50% and 57%, respectively.

FMEPS is down 4% when adjusted for the impact of the tax matter. Total operating expenses increased 8% year on year (excluding the impact to the tax matter) as a result of continued investment in the business.

We are encouraged that the Constitutional Court has agreed to hear our case on Tuesday, 13 February 2024. This dispute has no material impact on our long-term sustainability, and we remain a well-capitalised and successful business.

VARIABLE COST MODEL CONTINUES TO CONTRIBUTE TO EFFECTIVE MANAGEMENT OF TOTAL COSTS (EXCL. TAX MATTER)

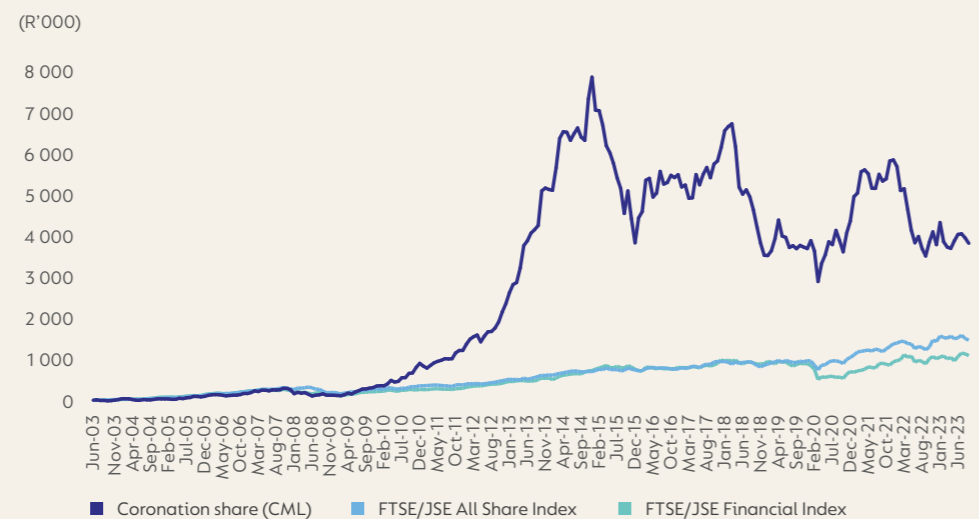
Protects shareholders in down years



Source: Coronation

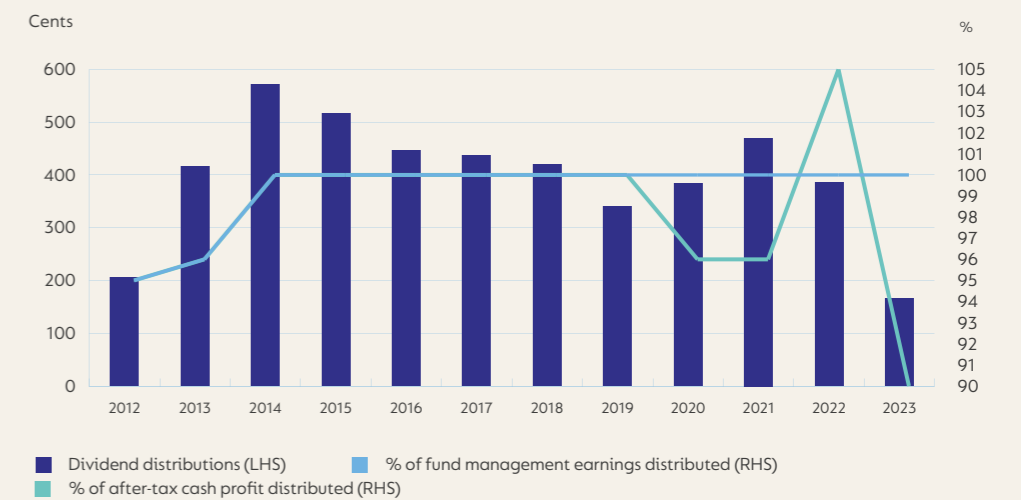
SHARE PERFORMANCE VS FTSE/JSE ALL SHARE AND FTSE/JSE FINANCIAL

Growth of R100 000 invested since Coronation's listing in 2003 (incl. dividends)



Source: Coronation

SHAREHOLDER RETURN



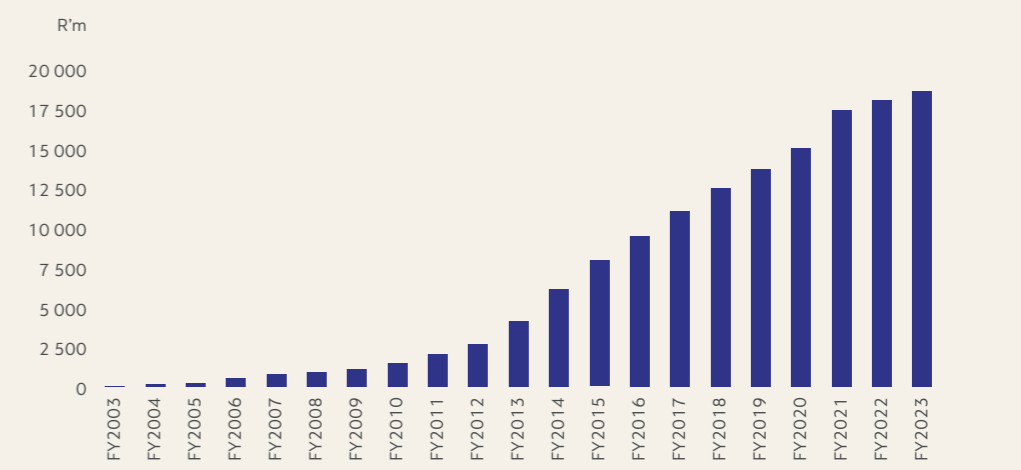
Source: Coronation

Note: Prior to the 2019 financial year, after tax cash profits and fund management earnings per share were identical

TRACK RECORD OF CASH GENERATION

R18.6 billion paid out in dividends to shareholders since listing in 2003

Dividend generation history (cumulative since inception)



Source: Coronation

HOW CORONATION CREATES VALUE FOR GOVERNMENT AND REGULATORY BODIES

In an increasingly regulated environment, Coronation continues to play an active role in industry initiatives, both in terms of shaping the environment, and ensuring that we consistently operate according to the highest standards.

IN FINANCIAL YEAR 2023

R1 385m

total tax contribution

Coronation supports and adheres to relevant governance frameworks that promote leading governance practices. Accordingly, the Board is guided by the principles set out in King IV™, which affirms our approach to corporate governance. We aim to engage government and regulatory bodies in a proactive and meaningful manner. We participate in legislative consultations to safeguard against unintended consequences. We are primarily accountable to the following regulatory bodies:

- ▶ The Financial Sector Conduct Authority (South Africa)
- ▶ The Prudential Authority – South African Reserve Bank
- ▶ The Central Bank of Ireland (Ireland)
- ▶ The Financial Conduct Authority (UK)
- ▶ The Securities and Exchange Commission (US)

Active engagement

The majority of our regulatory interaction is with the Financial Sector Conduct Authority and the Prudential Authority, either directly or through our involvement with ASISA. We are committed to playing an active role in shaping the South African financial services industry by working with regulators and industry partners. A number of Coronation employees serve on various ASISA board committees, standing committees and working groups, and we have engaged in numerous significant legislative consultations.

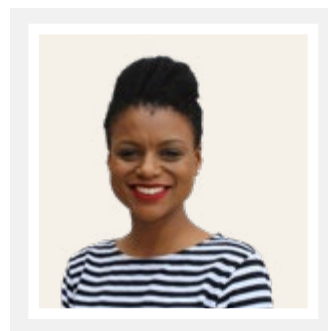
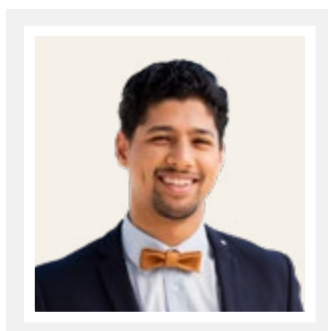
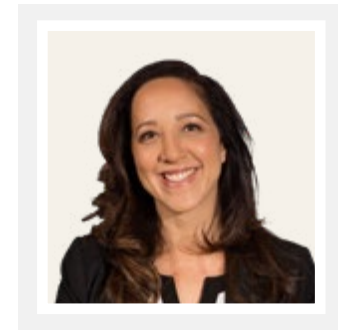
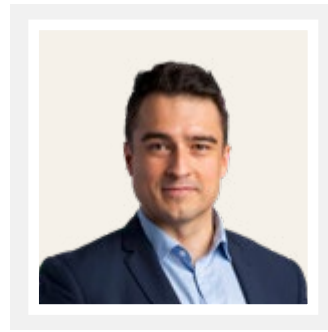
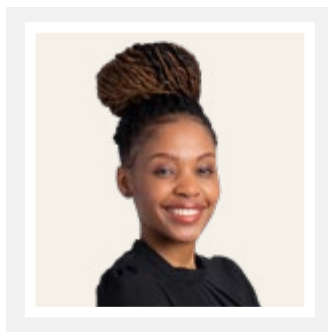
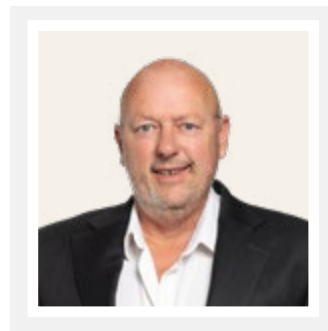
In line with our offshore fund offering and our strategy to grow our global client base and AUM, we abide by the requirements of the Investment Company Institute (US), the Irish Funds Industry Association and the UK Stewardship Code. This helps us remain abreast of international industry and regulatory developments and to adjust our practices and strategy in a timely manner.

Advancing broad-based economic transformation

In line with the pressing national imperative to achieve economic transformation and the development of skills in the asset management industry, Coronation has pioneered black businesses and supported the transformation of the industry since the Company's inception 30 years ago (→ *refer to our Sustainability Report*).

Financial contribution

As a leading South African asset manager, Coronation makes a substantial contribution to the national fiscus via its annual tax payments. For the period under review, our total tax paid, including VAT where applicable, was R1 385 million.



HOW CORONATION CREATES VALUE THROUGH AND FOR OUR PEOPLE

We strive to build and retain diverse, exceptional teams of highly skilled individuals – ensuring the sustainability of our business.

A high-performance culture

Our business depends on our people's ability to deliver long-term investment outperformance. Coronation is a meritocracy, where anyone (irrespective of position or title) is recognised for work well done. Our flat structure ensures agility, fast decision-making and constant innovation. Dialogue and debate are encouraged, and we have an open-door policy where management is challenged on any aspect of the business. As we are on 24 hours' notice with our clients, we demand an unwavering commitment to excellence from our employees. All employees are expected to be team players and are assessed on their individual performance and contribution to the team in which they operate.

We act like owners

Importantly, we believe in a culture of ownership and our employees currently own 29% of Coronation. This fosters a sense of long-term ownership and preserves entrepreneurial spirit as a crucial element of our cultural identity. We are uncompromising about ethics, and we expect our employees to always act with integrity.

In everything they do, all employees are required to conduct themselves in accordance with our Code of Ethics, Client Charter and our Six Values (→ [refer to page 7](#)). Every year, all employees are required to confirm that they comply with specific ethical requirements, have no conflicts of interest, meet the requirements of Coronation's Compliance Manual, protect confidential information and adhere to the FSCA's Treating Customers Fairly initiative.

Wellness

We continue to prioritise empowering our employees to enhance their understanding of health and wellbeing through a collaboration with Discovery Healthy Company. By doing so they have access to diverse workshops and training sessions covering physical, emotional and financial wellbeing, as well as legal support. Healthy Company provides a 24/7 digital platform for anonymous support to all employees and their families. Additionally, we offer resources such as professional counsellors and coaches, further entrenching our commitment to holistic employee wellbeing.

2023 key focus and outcomes

Diversity strengthens our business

Through disciplined and determined recruitment, Coronation has achieved meaningful transformation of our employee base. We have made tangible progress in transforming our business to reflect the country's diversity.

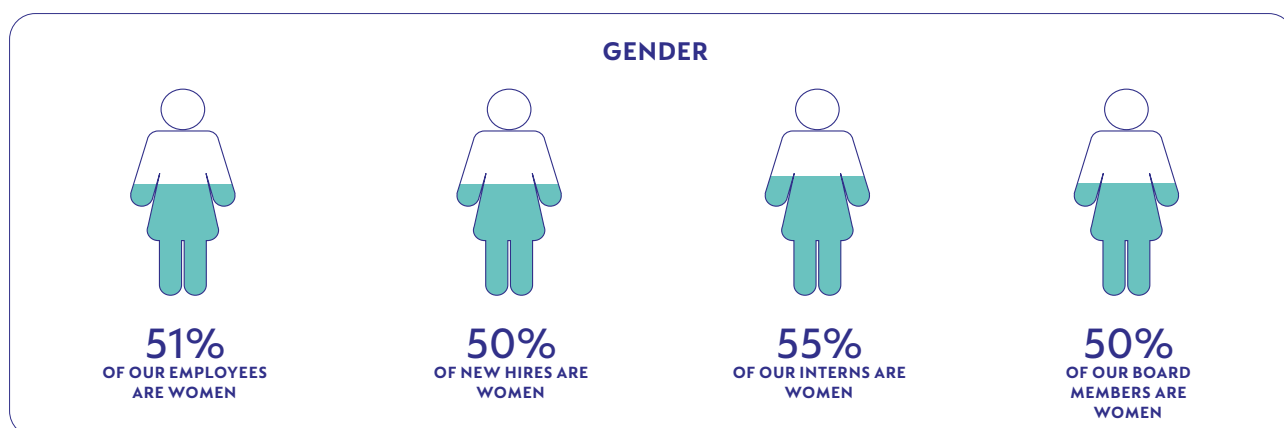
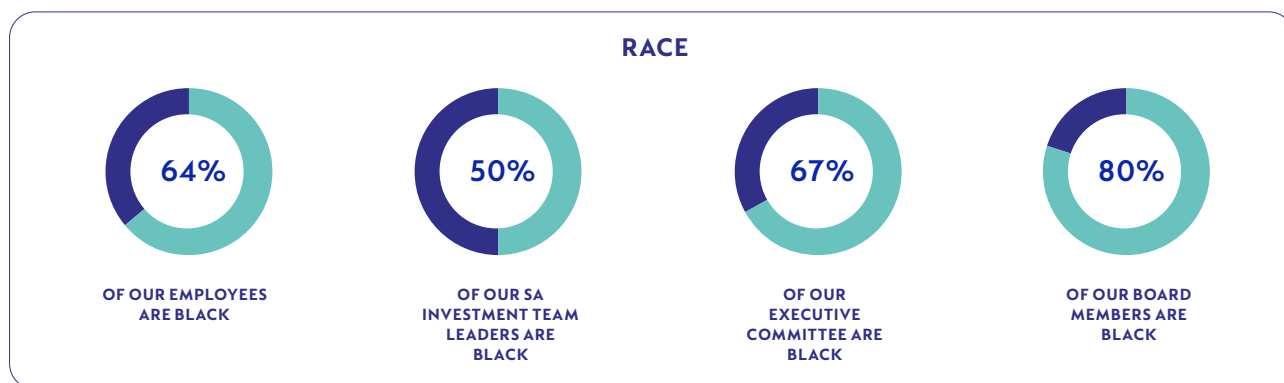
For the 2023 financial year, our verification agency has confirmed that Coronation has maintained its rating as a Level 1 contributor to B-BBEE as per the Financial Sector Code. Furthermore, of Coronation's South Africa-based employees, key leadership positions were occupied by black employees, including our CEO, CFO, COO, Global Head of Institutional Business, Head of Fixed Income, Head of Core Equity and Head of Absolute Return.

We are excited about the calibre of prospective employees who are currently benefiting from extensive internship and bursary programmes (→ [refer to our Sustainability Report](#)). These employees will strengthen our diversity profile for many years to come. We are determined to achieve greater black representation among senior management.

29%

EMPLOYEE OWNED

Our diversity in numbers¹



¹ South African-based employees as at 30 September 2023

Retaining highly skilled employees

In a highly competitive industry, the long-term retention of world-class talent is critical to the success of our business. Our investment team remains one of the most experienced and stable in the industry. The average tenure in the investment team is 11 years. Across the South African business, employee turnover remained stable at 4.3%, well below industry standards. The average tenure of departing employees across the business was 6.4 years in 2023.

In the past year, we maintained a number of initiatives to retain and motivate employees. Our Remuneration Policy is key to retaining highly skilled employees and aligning their performance with that of all stakeholders. We regularly review employee notice periods to ensure minimal disruption in the event of resignation and to maintain alignment with dynamics in the market (→ *refer to the Remuneration Policy on page 115*).

Nurturing talent

Following the impact of the recent pandemic on overall employee wellbeing, we continue to focus on the holistic wellbeing of our workforce through structured and regular check-ins with our employees.

Welcoming new employees

We have a digital onboarding system to integrate new starters, build engagement and ensure continued support throughout their onboarding journey. A key feature of our onboarding process is our frequent check-ins with new starters, which aim to foster resilience and enhance productivity and performance. This continues to be invaluable and has contributed to a strong employee experience.

Overall, the feedback from our 2023 new starters has been overwhelmingly positive. Overall, new employees reported that they feel supported and aligned to our Company's vision and strategic objectives within the first three months of their start date.

Skills development

We strive to create an environment that encourages our employees to challenge themselves and grow. Continuous learning is a key component of our culture. Employees are responsible for ensuring that they are equipped with the necessary training to successfully fulfil their function. This may take the shape of formal training, on-the-job training or mentorship.

In the case of on-the-job training or mentorship, employees are required to keep monthly records of their training and/or mentorship sessions. The business supports appropriate training initiatives by providing financial assistance towards employees' tuition fees for part-time study, and provides leave for study and writing exams. We continue to direct a large portion of the Company's training spend to black employees. In 2023, we invested R10.1 million in skills development for black employees (2022: R9.3 million).

Academic qualifications

The CFA professional credential is highly coveted in our industry. A significant portion of our total training spend consists of CFA fees and workplace training to ensure our employees remain world class. As of 2023, 53 employees, of whom 23% are women and 34% are black, are CFA Charterholders. In 2023, eight employees, of whom 25% are women and 88% are black, registered to complete the CFA qualification towards becoming CFA Charterholders. Other training areas include university qualifications and short courses, including regulatory and product training.

Aspiring Leaders Project

Our workplace career development initiative, the Aspiring Leaders Project (ALP), aims to inspire innovation and build confidence with a focus on self-awareness and development. This programme was developed for employees who hold a level of influence within the business but do not necessarily have any direct reports.

Since inception, 55 ALP alumni have benefited from the programme, of whom 64% are black and 49% female. Our retention rate of ALP alumni is 85%. Furthermore, of the ALP alumni that have been promoted or have had internal career progressions, 61% are black. Given the ongoing success that we have had with the programme, we offered it again in 2023, with all the delegates being black and 50% women.

Coaching

At Coronation, future talent is earmarked for succession planning. We offer individual coaching to employees taking on leadership roles or facing new challenges to ensure personalised support and ongoing development. We understand the importance of flexibility in our coaching approach, adapting to the current state of our workforce. This proactive support ensures that employees receive the necessary tools and guidance to thrive in any environment. In the financial year under review, 46 employees participated in our coaching programme.

Mentors

We recognise that working as part of a high-performance meritocracy is both rewarding and demanding. One of the ways in which we invest in our people to develop the skills that are essential to their performance and to enhance their chance of success, is through our Mentorship Programme. The Coronation Mentorship Programme enables experienced employees to mentor new employees and provide guidance on Company culture, work processes and industry insight. We currently have 15 active mentors across the business, some of whom focus specifically on mentoring our bursary students. The objective of this programme is to promote meaningful connections and facilitate professional development, reinforcing our culture of continuous learning and support.

Future focus

Our future focus is to continue to foster a culture that attracts, retains and motivates highly skilled employees to continue delivering investment excellence by prioritising the following talent management focus areas:

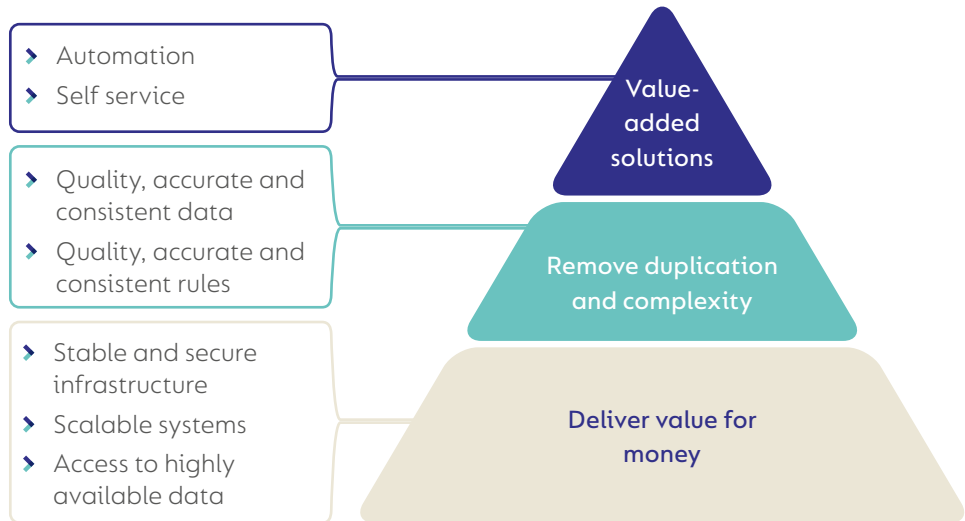
- ▶ Prioritise, re-evaluate, and enhance our employee wellness offering
- ▶ Continue to embrace HR Digital Transformation by automating and streamlining related processes within recruitment, learning and development and performance management
- ▶ Develop, strengthen, and futureproof our leadership skillset
- ▶ Reposition our Mentorship Programme and performance management system
- ▶ Re-evaluate and redefine our long-term workforce strategy and planning with a focus on talent pipelining and succession planning
- ▶ Strengthen efforts to attract, retain and promote talent from underrepresented groups

HOW CORONATION CREATES VALUE THROUGH TECHNOLOGY

We strive to enable the successful implementation of our business strategy using technology, while mitigating against technology risks such as cybersecurity threats to ensure the long-term sustainability of our business.

The technology teams support the strategy of the business, with a main priority of enabling our highly skilled teams in achieving alpha and continued long-term investment and client service outperformance. The provision of high-quality data is a key enabler of our business success. We aim to be flexible and agile to ensure that we respond quickly to the many evolving requirements from both internal and external stakeholders.

PRINCIPLES TO ENSURE SUCCESS



KEY TECHNOLOGY OBJECTIVES

<p>SECURITY</p>	<p>PROCESS OPTIMISATION</p>	<p>DATA</p>
<p>PEOPLE</p>	<p>SYSTEMS</p>	<p>RISK MANAGEMENT</p>
<p>3RD PARTY VENDOR MANAGEMENT</p>	<p>TECHNOLOGY INFRASTRUCTURE</p>	<p>PROJECT</p>

Business objective	Business capabilities	Strategic actions
Long-term investment outperformance	Provision of quality data to support investment decisions	<ul style="list-style-type: none"> ➤ Re-platform “investment reporting” data to a scalable, cloud-based, enterprise-wide data platform allowing for self-service ➤ Assess current Enterprise Data Management (EDM) system and implement a new EDM platform if required. The EDM is the platform that supports the acquisition, validation (quality control), storage, security, rules, and processing of data in order to ensure the accessibility, reliability, and timeliness of the delivery of data to consumers)
	Trading platform that is efficient, robust, mitigates risk and allows for best execution	<ul style="list-style-type: none"> ➤ Review effectiveness of the current platform, assess alternatives and implement a new front office trading platform
	Improved investment risk reporting	<ul style="list-style-type: none"> ➤ Implement a new risk system that supports the evolving needs of our clients and enables our fund managers to be apprised of client views on portfolio risk
Improved client engagement experience	Data-driven client engagement	<ul style="list-style-type: none"> ➤ Build a scalable, enterprise-wide data platform
	World-class digital investment platform	<ul style="list-style-type: none"> ➤ Enhance the new Client Online Services portal to allow advisers and their employees to be self-sufficient (COS 2.1)
Operational excellence	Leading-edge systems	<ul style="list-style-type: none"> ➤ Ensure we run the latest enterprise software at our administrators ➤ Our data-as-a-service capabilities and our self-service cubes, allowing faster and more accurate access to data for clients and internal staff ➤ Streamlining internal processes with technology can improve operational efficiency, reducing costs and errors. This efficiency can be passed on to clients through more reliable service ➤ Ensure systems are upgraded and updated regularly to avoid obsolescence and remain secure and stable ➤ Ensure we have effective tools and processes to meet business needs, utilising skilled knowledge workers to maintain and build our systems ➤ Enhance our change workflow to ensure only necessary changes are implemented and allow the technology department to focus on ensuring we can meet our strategic objectives
Improved client relationships	High-quality and efficient processes	<ul style="list-style-type: none"> ➤ Our simple user-oriented interfaces support the user through their main journeys once logged into our Client Online Services portal ➤ Efficient account management and transparent reporting capability fosters trust with clients

Business objective	Business capabilities	Strategic actions
Improved client reporting	Optimised investment operations	➤ JPMorgan Global Asset Management (GAM) region conversion
	Stable and performance-rich client reporting tools	➤ System replacement
	Accurate distribution of rich client reporting	➤ System replacement
	Leading performance software tools	➤ System upgrade
	Consolidate transfer agency data and reporting	➤ Consolidation of transfer agency functions under Intembeko
	On-demand fact sheet and client reporting	➤ Develop improved data extraction and reporting capabilities
Protect the business from the risk of a cyber security attack	Implement additional code security initiatives for public-facing end points and applications	<ul style="list-style-type: none"> ➤ Investing in cyber security and secure coding practices ensures the protection of client data and adherence to industry standards, thus maintaining client confidence and trust ➤ Implement a code security platform to prevent vulnerabilities
	Implement better defensive coding practices	➤ Make use of Microsoft Visual Studio integrated development environment's built-in AI tools for code metrics and analysis

Key dependencies and risks	Enabling changes and initiatives	
<ul style="list-style-type: none"> ➤ Resource limitations as a result of too many concurrent projects ➤ Stakeholders' buy-in to new initiatives ➤ Unplanned regulatory projects 	<ul style="list-style-type: none"> ➤ Build out our scalable, cloud-based, enterprise-wide data platform ➤ Upgrade all our systems to the latest suitable versions ➤ Automation of repetitive processes ➤ Innovation 	<ul style="list-style-type: none"> ➤ Effective platforms with self-service capabilities for employees ➤ Consolidation of systems ➤ Formal project management of regulatory projects and changes
Metrics		
<ul style="list-style-type: none"> ➤ Decrease in time spent on data issues ➤ Cost savings post-implementation of solutions 	<ul style="list-style-type: none"> ➤ Decrease in number of business-as-usual requests ➤ Declining number of cyber vulnerabilities 	<ul style="list-style-type: none"> ➤ Improved data quality, accuracy and availability ➤ Decrease incremental cost-of-report delivery

Information security

Cybersecurity is a key risk area for all businesses. The management of cybersecurity risk is growing increasingly complex and onerous, but is essential to running a sustainable, trustworthy business. Given the significance of the threat, Coronation has deployed appropriate resources and capital to protect the business and clients.

Operational innovation

Coronation Innovation was launched in the Coronation Operations department with the challenge question: What efficiencies can we implement throughout your team/department or the business that will save our business time or money or reduce risk?

CORONATION INNOVATION PROJECT

INPUT



OUTPUT¹

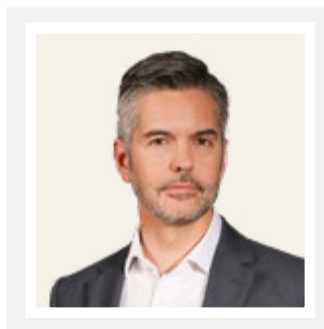
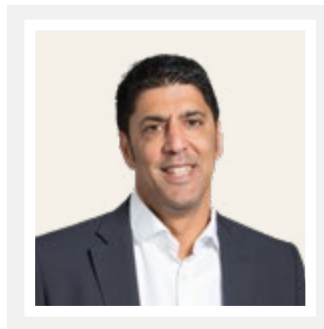


¹ Cumulative since inception



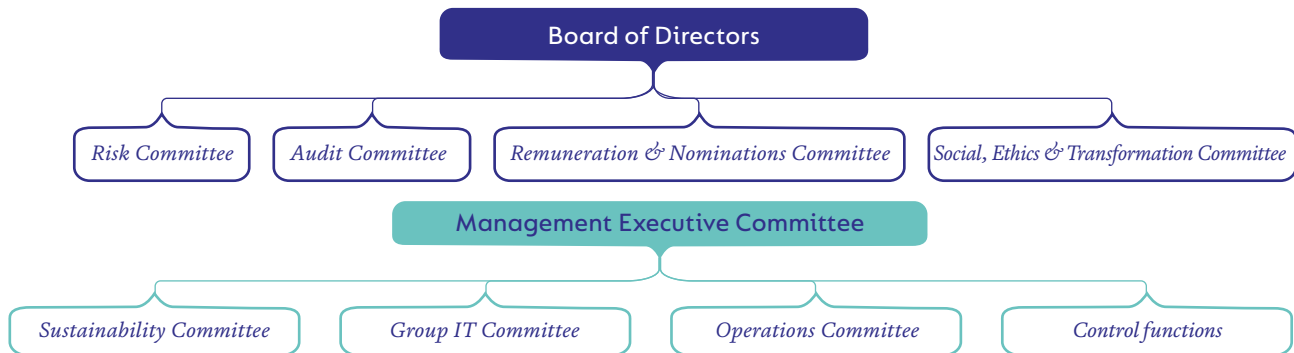
Governance and related reports

Coronation's ability to add value is heavily dependent on its reputation, as embodied in the message TRUST IS EARNED™. Governance processes are therefore designed to support ethical and effective leadership that emanates from the Board and spans the Group.



Group governance structures

Leadership is effected through a unitary Board comprising a majority of independent non-executive directors.



Coronation's Board of Directors serves as the focal point and custodian of corporate governance and is primarily responsible for the strategic leadership of the Group. It approves the formulation and implementation of strategy to create sustainable value for all stakeholders while maintaining its commitment to good corporate governance and ethical leadership. The Board is ultimately responsible for the development of strategy and key policies, and delegates the implementation thereof to the management team, while remaining ultimately accountable for the due and proper fulfilment of its responsibilities.

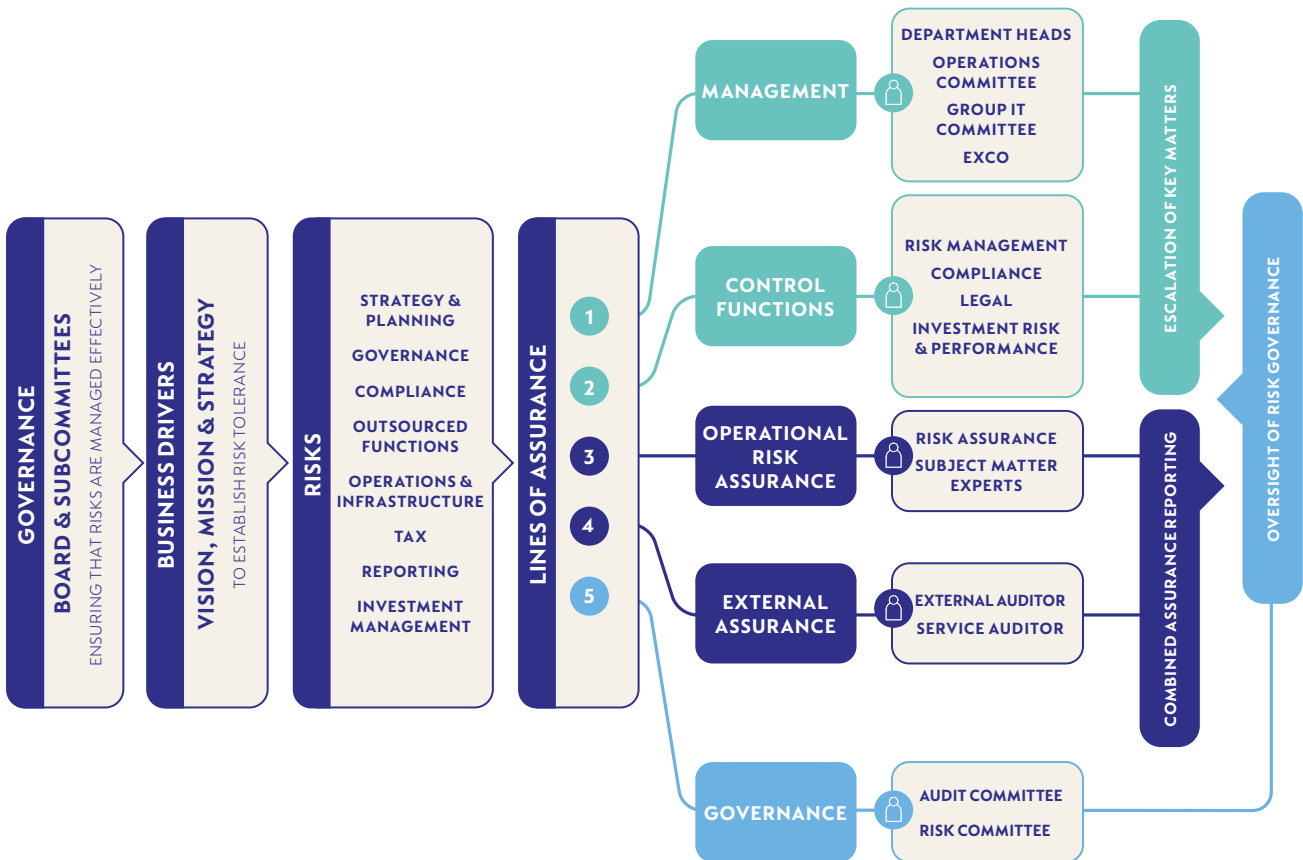
The Board delegates certain of its functions and responsibilities to four committees, namely the Audit Committee, the Remuneration and Nominations Committee, the Social, Ethics and Transformation Committee and the Risk Committee. These Committees serve to assist the Board in effectively discharging its duties by having oversight over key matters delegated to it and functioning according to clearly articulated terms of reference (→ *refer to page 87* for the Board Committee Reports). The charters of the aforementioned Committees are available for review on our website.

The cross-pollination of Board members on subcommittees and regular attendance at these meetings ensure all material matters are considered from a variety of perspectives, to better support the ultimate decisions of the Board. Outside formal Board and subcommittee meetings, the Board is accessible to management, which frequently consults with directors, individually and collectively, on a broad range of topics. The Committee chairpersons report to the Board at each Board meeting on matters considered by their respective Committees. The Board has unfettered access to the management team, which frequently consults with directors, individually and collectively, on a broad range of topics.

Executive directors and management are responsible for implementing the Board's strategy and ensuring the effective operation of all areas of the business. This includes the development and implementation of appropriate policies, as approved by the Board, in addition to ongoing reporting to the Board and its subcommittees, to enable the Board to effectively fulfil its duties of accountability and oversight of management's execution of its Board-approved mandate.

Combined Assurance Model

Coronation has implemented a Combined Assurance Model (the model) with the support of the Board and the Audit and Risk Committees. The model comprises five lines of assurance as depicted below and was first established in 2015. The model enables an efficient and holistic approach to risk management and assurance activities across the Group. It provides a greater level of assurance than the sum of its elements, while also supporting the integrity of information produced for reporting and decision-making. The model recognises varying levels of assurance, extending from management to independent external assurance and is intended to maximise value to the business, while minimising duplication.



Management and control functions

Managers are accountable for owning and managing risk within their departments, as the first line of assurance. This includes implementing adequately designed controls that operate consistently to detect and/or prevent risks impeding the achievement of business objectives and that comply with the applicable regulations. Management is supported by specialist control functions, within the second line of assurance, which includes the risk management and compliance functions. These control functions provide subject matter expertise to management in relation to the design and operating effectiveness of processes implemented by management. They monitor key risk areas and report any material issues to management and the Risk Committee. (For more details, please refer to our Risk Management and Compliance reports on [pages 95](#) and [101](#), respectively.)

Operational risk assurance and external assurance

The third and fourth lines of assurance comprise the independent assessment of the control environment by a variety of assurance providers and subject matter experts. The third line of assurance is termed operational risk assurance, which refers to internal audits of the control environment which are reported to management and the Audit Committee. Operational risk assurance comprises the Risk Assurance Manager and various subject matter experts. The Risk Assurance Manager has free and unrestricted access to the Audit Committee and its chairperson to maintain the appropriate level of independence and meets privately with the Audit Committee chairperson prior to each meeting. The activities of operational risk assurance are guided by the Audit Committee-approved Operational Risk Assurance Framework, which sets out the nature, scope, and purpose of the operational risk assurance function.

The plan is developed by the Risk Assurance Manager, in close consultation with the Risk Officer, management and assurance providers, as well as analysis of the risk register and the outcomes of previous assurance activities.

The results of each completed engagement per the approved Operational Risk Assurance Plan is reported to the Audit Committee by the Risk Assurance Manager, or directly by the assurance provider. Employing a variety of assurance providers ensures that the Audit Committee receives the appropriate level of independent and objective assurance. The Audit Committee has considered and is satisfied with the arrangements of operational risk assurance, as well as the performance of the Risk Assurance Manager.

The fourth line of assurance includes independent external assurance, the results of which are publicly available, and is therefore primarily directed at the Group's shareholders and clients. This includes the annual financial statements audit, conducted by the Group external auditor, KPMG Inc. and assurance of the Service Organisation Report by the Service Auditor, Ernst & Young Inc., in accordance with the International Standards on Assurance Engagements – Assurance Reports on Controls at a Service Organisation (ISAE 3402 type II). KPMG Inc. was appointed external auditor in 2021, with Mr Zola Beseti as the incumbent designated audit partner. Nothing has come to the attention of the Audit Committee to indicate any material breakdown in the system of control during the year.

Combined assurance governance

The external auditor and the Risk Assurance Manager have unrestricted access to the Audit Committee. As designated by the Board, the Audit and Risk Committees oversee the adequate and effective risk management and system of internal control within the business and, therefore, form the fifth line of assurance (→ *refer to pages 91 and 93*, respectively, for the reports of the Audit and Risk Committees).

BOARD OVERVIEW

The Board has full and effective control over Coronation Fund Managers Ltd and its subsidiaries, which is exercised through the management team and subsidiary boards.



Back: Saks Ntombela, Judith February, Anton Pillay, Phakamani Hadebe, Lulama Boyce

Front: Neil Brown, Alexandra Watson, Madichaba Nhlumayo, Mary-Anne Musekiwa, Hugo Nelson

Absent: Alethea (Lea) Conrad (appointed 22 December 2023)

ALEXANDRA WATSON

Chairperson, 67
BCom (Hons), CA(SA)

Alexandra is an emeritus professor of the University of Cape Town, having retired in 2018 after decades of teaching postgraduate financial reporting. She was appointed as Chairperson of Coronation's Board of Directors in 2021, prior to which she served as the lead independent non-executive director and Chairperson of the Audit and Risk Committee. Alexandra was an independent director of Steinhoff International Holdings N.V. and is a non-independent non-executive director of Petra Diamonds Limited. She was appointed as a director of Advtech Ltd in November 2022.

She is a board member of WWF-SA and is a previous Vice Chairperson of the Board of the Global Reporting Initiative, an Amsterdam-based organisation promoting understanding and communication of sustainability issues. She is a member of EY's adjudicating panel of Excellence in Integrated Reporting Awards and chairs the Financial Reporting Investigations Panel (an advisory panel of financial reporting experts formed by a joint venture of the JSE and SAICA).

ANTON PILLAY

Chief Executive Officer, 53
BBusSc, CA(SA), CFA, AMP (Harvard)

Anton was appointed Chief Executive Officer of Coronation Fund Managers in February 2013 and has been a member of the Board since June 2009. He joined Coronation in January 2006 from BoE (Pty) Ltd, where he held a number of key positions and directorships. Anton has extensive knowledge and experience of the investment and banking industry. He is a director of various Coronation subsidiaries, and serves as the chairperson of Namibia Asset Management. Anton is also the chairperson of the Association for Savings and Investments South Africa.

JUDITH FEBRUARY

Independent non-executive director, 52
BA (Law), LLB, LLM (UCT)

Judith is executive director: Freedom under Law, a regular media analyst on South African politics and editor of Daily Maverick's fortnightly legal and political newsletter, 'Judith's Prudence'. She is the author of 'Turning and Turning: exploring the complexities of South Africa's democracy', published by Pan MacMillan in August 2018. She previously headed IDASA's Political Information and Monitoring Service. Judith is an admitted attorney and holds an LLM in Commercial Law and is a registered Conflict Dynamics accredited commercial mediator. She was appointed to the Coronation Board in August 2008.



HUGO NELSON

Independent non-executive director, 53
MBCChB, MBA (Oxon), CFA

Hugo is founding partner of Fortitudine Vincimus Capital Advisors (Pty) Ltd. He is former CEO of Coronation Fund Managers, prior to which he was a member of the investment team for eight years. Hugo is a medical doctor who found his way into investment management via an MBA completed at Oxford University. He is also a CFA charterholder. He serves as a trustee of the DG Murray Trust and is a patron of George Whitfield College. Hugo was an independent, supervisory director of the Supervisory Board of Steinhoff International Holdings N.V., which was established to oversee the company following the disclosure of accounting irregularities. Hugo was appointed to the Coronation Board of Directors in November 2016 and, more recently, has been appointed to the Board of the JSE Clearinghouse, a subsidiary of the JSE.

LULAMA BOYCE

Independent non-executive director, 45
BCom (Hons), CA(SA), MCom, Financial Management (UJ)

Lulama is the Head of Department: Commercial Accounting at the University of Johannesburg. She was appointed to Coronation's Board of Directors in October 2014 as an independent non-executive director and to the position of chairperson of the Audit Committee in August 2021. She is also an independent non-executive director for Coronation Life Assurance Company Ltd. and a member of the board of Adcock Ingram Holdings. She graduated from the University of Cape Town in 2002 and served her articles at Grant Thornton Johannesburg. She is a former account manager for the Industrial Development Corporation and was part of the Transport and Financial Services business unit from 2008 to 2011. She is a former project finance consultant and served on the Audit Committee of Automotive Supplier Park from 2007 to 2009.

SAKHIWD (SAKS) NTOMBELA

Lead independent non-executive director, 56
BSc Engineering (Natal), MBA (UCT), AMP (Harvard)

Saks was appointed as an independent non-executive director of Coronation on 19 October 2020 and was then appointed as lead independent director and Chairperson of Coronation's Risk Committee in August 2021. Saks served as the Group CEO of Hollard Insurance (Hollard) until June 2022. Prior to joining Hollard, Saks served as the head of Retail Banking Product and Segments at Absa and held a number of executive positions at Nedbank. He holds a Bachelor of Science Mechanical Engineering degree from the University of Natal, and is also a graduate of the University of Cape Town's Graduate School of Business. More recently, he also completed the Advanced Management Programme at the Harvard Business School in Boston.

NEIL BROWN

Independent non-executive director, 58
NDip Company Admin, MBA (Finance)

Neil was appointed as an independent non-executive director on 19 October 2020. He has a National Diploma in Company Administration and a Master of Business Administration in Finance, with 28 years of experience as a South African-based fund manager and equity analyst. Neil previously worked at Syfrets Managed Assets, Nedcor Investment Bank and Old Mutual Investment Group, where he was co-head of the Electus boutique, and following this he was the co-founder and co-head of the independent Electus Fund Managers.

MARY-ANNE MUSEKIWA

Chief Financial Officer, 42
BCom (Accounting), CA(SA)

Mary-Anne was appointed as Chief Financial Officer and Financial Director in June 2019, and had been fulfilling the role of Deputy Chief Financial Officer since December 2018. Prior to joining Coronation, she served as Chief Financial Officer of projects at DirectAxis, a subsidiary of the FirstRand Group, where she provided strategic and financial input to various projects within the respective business units. Prior to that, she held roles in the fields of finance, tax, and accounting policy governance at various financial institutions.

MADICHABA NHLUMAYO

Independent non-executive director, 45
BBusSci, CA(SA)

Madichaba was appointed as an independent non-executive director on 12 June 2019. Previous roles include executive director at Pan-African Holdings Capital (Pty) Ltd, a principal at Trinitas Private Equity Fund and transactor at RMB Ventures. Madichaba has been serving as an independent non-executive director on the boards of Coronation Life Assurance Company Ltd and Coronation Management Company (RF) (Pty) Ltd since 1 August 2015.



PHAKAMANI HADEBE

Independent non-executive director, 56
MA Economics (KZN), MA Rural Development (Sussex)

Phakamani was appointed as an independent non-executive director on 19 October 2020. He has a Masters in Economics from the University of Durban-Westville, a Masters in Arts in Rural Development from the University of Sussex, is an alumnus of the Wharton Business School and the IMF Institute. He has served in senior management positions in both the public and private sectors. Most recently he served as the Group Chief Executive of Eskom Holdings. Before that he was the CEO of Corporate and Investment Banking (SA) at Barclays Africa and the CEO for the Land and Agricultural Bank. Phakamani also worked in the National Treasury for 13 years serving as Head of Assets and Liabilities from 2003 to 2008. Phakamani is also consulting for the IMF and the United Nations Economic Community of Africa on financial markets. Phakamani is currently running his businesses POLA Investments (Pty) Ltd and consulting for the UN and multi-lateral institutions on debt, financial management and SOE operations, including turnaround strategies.

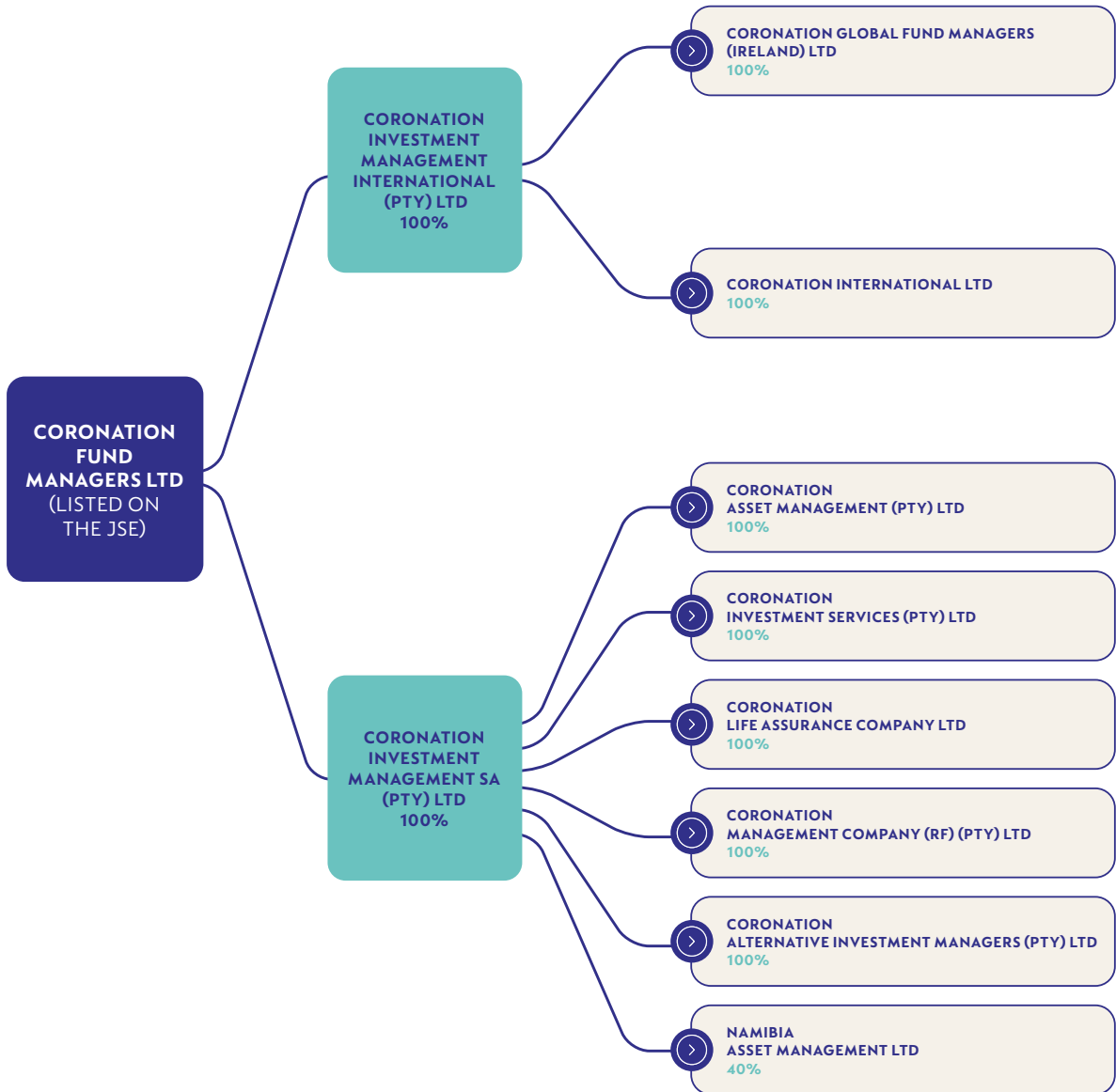
ALETHEA (LEA) BERENICE ANNE CONRAD

Independent non-executive director, 58
BA, LLB, Management Advancement Programme, International Executive Development Programme

Lea joined the Board as an independent non-executive director in December 2023. Lea is the Managing Director of Conrad Advisory. She is an independent non-executive director of YeboYethu RF Limited and is also the independent Chairman of the Afrimat BEE Trust. She served as an executive director of the Oceana Group Limited from 2007 to 2016.

During her 16-year tenure at the Oceana Group, Lea held executive management positions and also served as a director on the boards of various subsidiaries and as Chairman of the Oceana Empowerment Trust. She was formerly an independent non-executive director of UNISA Enterprises and the chairman of the Board of African Phoenix Investments Limited. Lea also serves on the board of Mpact Limited and as a trustee of the Mpact Foundation Trust.

CORPORATE STRUCTURE



Board composition

As at 30 September 2023, Coronation’s unitary Board comprised two executive directors and eight independent non-executive directors. The Board is led by an independent non-executive Chairperson, who is supported by a lead independent director. Prof Alexandra Watson serves as the Chairperson of the Board with Mr Saks Ntombela as the lead non-executive director. The Board is responsible for appointing the CEO. The roles of the Chairperson and CEO are specifically separated.

There is a clear division of responsibilities at Board level to ensure a balance of power and authority, such that no one individual has unfettered powers or influence on decision-making. The Board is satisfied that its current composition ensures a balance of power and authority. The non-executive directors have the necessary skills, experience and integrity and provide independent insight and value at Board meetings.

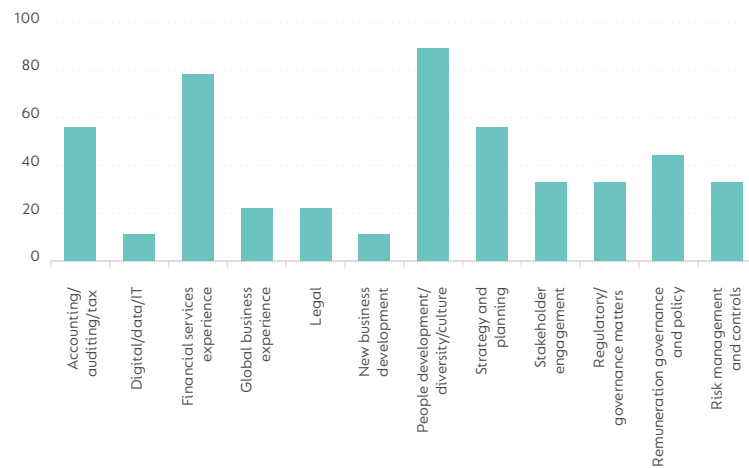
Board diversity

A core consideration in selecting appropriate candidates to serve on the Board is ensuring the appropriate level of diversity across race, age, gender, culture, skills, field of knowledge, experience and perspective that leads to a robust, strategic decision-making process. To this effect, the Board adopted the Group Nominations Policy and Board Charter, which are available on www.coronation.com.

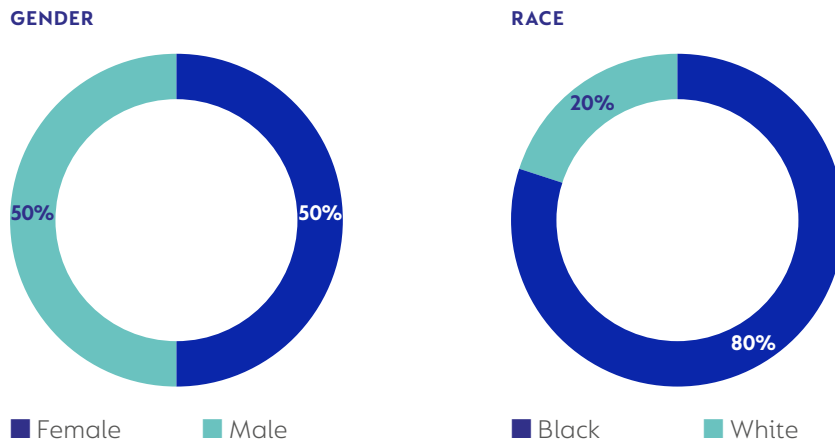
Cumulatively, the Board members’ qualifications include CAs and CFAs, MBAs, Masters of Law, Economics and Rural Development, Bachelors of Commerce, Medicine, Business Science and Mechanical Engineering.

Board skills matrix

NON-EXECUTIVE DIRECTOR SKILLS MATRIX (% OF NON-EXECUTIVE DIRECTORS)



The Board Diversity Policy sets out the targets for representation on the Board. The policy stipulates that directors of the Board are no less than 50% black and 50% female. The policy, together with its targets, is reviewed annually. As at 30 September 2023, our targets for Board diversity were met.



Independent non-executive directors:

The Board is satisfied that all directors exercise objective, unfettered judgement in their interactions and decision-making. All Board members act independently from each other and any shareholder or other stakeholder group. Prof Alexandra Watson and Ms Judith February are independent non-executive directors who have been members of the Board for longer than nine years. In terms of King IV™, the Board is required to initiate an annual review when an independent non-executive director’s tenure exceeds a period of nine years. For the year under review, long-serving directors completed the independence assessment facilitated by the Company Secretary. The Board concluded that, in each instance, the independence of Prof Alexandra Watson and Ms Judith February’s character and objective judgement were not impaired by their length of service. All Board members act independently from each other and any shareholder or other stakeholder group.

Board and subcommittee assessments

Assessing the effectiveness of the Board is a crucial element in determining whether the Board and its members are unfettered and are engaging meaningfully in the strategic leadership of the business in order to achieve the desired outcomes for stakeholders.

The Board adopted the approach of carrying out an independent, externally facilitated formal Board assessment every second year and an internal assessment every alternate year. As a formal Board assessment was conducted for the year ended 30 September 2022, internal assessments facilitated by the Company Secretary were undertaken for the Board and its respective committees for the year ended 30 September 2023.

The results from the Board assessments confirmed that the Board is operating effectively and fulfils its primary roles and responsibilities effectively. The Board’s responsibilities include: steering and setting strategic direction, approval of policy and planning, overseeing and monitoring management, and ensuring accountability of the Company’s performance. In addition, the sentiment was that the Board adequately acts as the focal point for and custodian of corporate governance coupled with members having sufficient knowledge of good corporate governance practices. The assessment further confirmed that all Board members are prepared and participate fully, frankly, effectively and constructively in Board deliberations. In addition, it was noted that the Board’s culture and style effectively and efficiently support deliberation and decision-making.



During the assessment process, the Board was in agreement that IT and IS skills at Board level will be beneficial and continues to search for suitable candidates to fill this role. The Board noted the work undertaken to improve the remuneration disclosures, which was evidenced by the increased voting in favour of the Remuneration Policy at the 2023 AGM. The Board also remains committed to its objective of improving its ESG disclosure.

Lead independent non-executive director

Mr Saks Ntombela serves as the lead independent non-executive director. The lead independent non-executive director is expected to:

- ▶ Lead the Board in the absence of the Chairperson
- ▶ Lead the performance appraisal of the Chairperson
- ▶ Assist the Chairperson in all other matters where necessary
- ▶ Act as Chairperson in any other instance where the Chairperson is conflicted in relation to a matter being considered by the Board

Director nominations

Based on the recommendation from the Remuneration and Nominations Committee, the Board considers the nomination of new directors for appointment, or re-appointment in the case of existing directors, and recommends the same to shareholders. In line with Company policy, at least one third of the non-executive directors are required to retire from their appointment each year.

The directors who are required to retire are those who have been in office the longest since their last election or appointment. The retiring directors may make themselves eligible for re-election. The retiring directors eligible for re-election at the 2024 AGM are Prof Alexandra Watson, Dr Hugo Nelson and Ms Judith February.

The Board appointed Ms Lea Conrad as an independent non-executive director effective 22 December 2023 and her appointment is to be ratified by shareholders at the AGM scheduled for Tuesday, 20 February 2024. Ms Conrad's appointment to the Board follows due consideration of the skills matrix of the current board composition to ensure that a diversity of skills is achieved. The development of a succession plan that ensures longevity and continuity while also introducing new skills and views to the Board is a key objective of the Nominations Committee and the appointment of Ms Conrad is in furtherance of this objective.

Ms February has informed the Board that she is not available for re-election and will be retiring as a Board member and non-executive director effective 20 February 2024. We thank Ms February for her commitment and contribution to the Company during her tenure. Ms February was instrumental in establishing the Social, Ethics and Transformation Committee and set a firm foundation for this Committee. The Board wishes her well in her future endeavours.

Outside interests and conflicts of interests

In terms of the Companies Act, all directors must disclose outside business interests. The declaration of directors' interests and conflicts of interests is a standard agenda item at each Board meeting. Directors who are conflicted recuse themselves and do not participate in meetings. The Company Secretary maintains a register of the directors' interests.

The Board is aware of directors' outside commitments and is satisfied that all directors allocate sufficient time to enable them to discharge their duties effectively. During the period under review, no conflicts of interest were submitted to the Company Secretary.



Non-executive directors' fees

Non-executive directors receive fees for their services as directors of the Board and services as members of Committees. These fees were determined and agreed to by the Board on the recommendation of the Remuneration and Nominations Committee (→ refer to non-executive directors' remuneration on page 127).

BOARD AND COMMITTEE MEMBERSHIP

	Board	Audit Committee	Risk Committee	Social, Ethics and Transformation Committee	Remuneration and Nominations Committee
Alexandra Watson	✓				✓
Judith Gail February	✓			✓ ¹	
Anton Clarence Pillay	✓				
Mary-Anne Dimakasto Mazvidzeni Musekiwa	✓			✓	
Lulama Boyce	✓	✓ ²	✓		
Hugo Anton Nelson	✓	✓	✓		✓ ³
Madichaba Nhlumayo	✓	✓	✓	✓	
Neil Brown	✓		✓		✓ ⁴
Phakamani Hadebe	✓			✓	
Sakhiwd (Saks) Ntombela	✓	✓	✓ ⁵		✓ ⁶

¹ Committee Chairperson

² Committee Chairperson

³ Remuneration Committee Chairperson

⁴ Neil Brown appointed as Remcom Chair effective 1 January 2024

⁵ Committee Chairperson

⁶ Saks Ntombela appointed to the Remuneration and Nominations Committee effective 1 September 2023

Meeting attendance

The Board meets a minimum of four times a year, with additional meetings as required. Material decisions may be taken between meetings by way of written resolutions, as provided for in the memorandum of incorporation. The non-executive directors are provided with comprehensive information on the business and are updated on business developments between Board meetings. The Board met on five occasions during the 2023 financial year.

ATTENDANCE TABLE

Directors	Board	Audit Committee	Risk Committee	Social, Ethics and Transformation Committee	Remuneration and Nominations Committee
Alexandra Watson	5/5				5/5
Judith Gail February	4/5			2/2	
Anton Clarence Pillay	5/5				
Mary-Anne Dimakasto Mazvidzeni Musekiwa	5/5			2/2	
Lulama Boyce	5/5	5/5	3/3		
Hugo Anton Nelson	5/5	5/5	3/3		5/5
Madichaba Nhlumayo	5/5	5/5	3/3	2/2	
Neil Brown	5/5		3/3		5/5
Phakamani Hadebe	5/5			2/2	
Sakhiwd (Saks) Ntombela	5/5	5/5	3/3		1/5 ¹

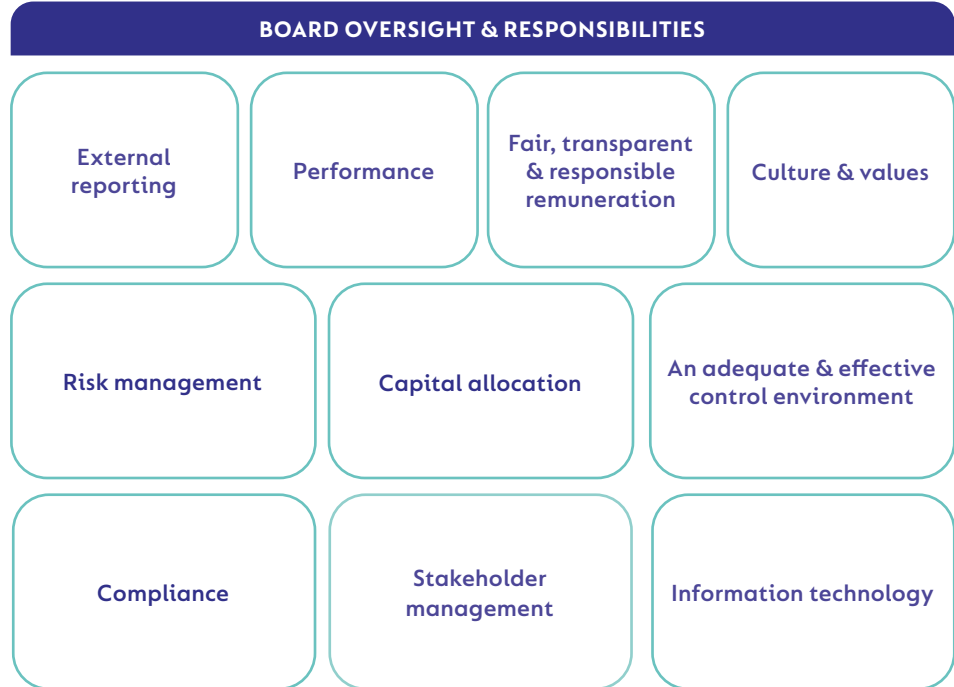
¹ Appointed 1 September 2023



Company Secretary

The Board selects and appoints the Company Secretary and recognises the importance of this role in entrenching good corporate governance. All directors have unlimited access to the services of the Company Secretary, Ms Nazrana Hawa, who in turn has access to appropriate resources to provide this support.

The Board is satisfied that the Company Secretary has the necessary skills and experience and fulfils her responsibilities towards the Board.



Delegation

Executive directors and management are responsible for implementing the Board's strategy and ensuring the effective operation of all areas of the business. This includes the development and implementation of appropriate policies, as approved by the Board, to enable the Board to effectively fulfil its duties of accountability and oversight of management's execution of its Board-approved mandate. To ensure consistent application of the overall Group strategy, the executive directors serve on the subsidiary company boards.

Notwithstanding delegation by the Board, management's authorisation is limited to the levels of authority set out in the Group Authorisation Framework, which is reviewed and approved by the Board. The Group Authorisation Framework clearly sets out specific levels of authority and the required approvals necessary for all decisions to be made, while providing the necessary autonomy for the day-to-day operations. The Company Secretary oversees adherence to this framework and is empowered to escalate any irregularities to the Board. For the year to date, no irregularities were escalated to the Board.

King IV™

The Board will continue to ensure that Coronation applies global best practice governance standards, where appropriate, including King IV™, to sustain an environment of effective oversight and accountability. The Board is satisfied that the Group adequately applies the principles and recommended practices of King IV™. Our King IV™ application register can be viewed on www.coronation.com.



BOARD COMMITTEE REPORTS

Social, Ethics and Transformation Committee Report

The responsibilities of the Social, Ethics and Transformation (SET) Committee includes the oversight and monitoring of organisational ethics, responsible corporate citizenship, organisational transformation, ESG and environmental sustainability and the fulfilment of its statutory duties on behalf of the Group and any additional functions as delegated by the Board. The SET Charter, approved annually by the Board, more fully sets out the SET Committee's responsibilities and is available for review in the Stakeholder Relations section on www.coronation.com.

The SET Committee reports formally to the Board at each meeting on each area within its mandate and on matters discussed. In addition, the chair of the Committee tables a report for consideration by shareholders at the AGM.

While the SET Committee has a certain level of oversight of the investment process, particularly as it relates to the Company's position in respect of ESG and environmental sustainability, it is not accountable for trading or proxy voting decisions made by the investment team, which are operational decisions given the nature of the business.

MEMBERS

Ms Judith February – Chairperson

Mrs Madichaba Nhlumayo – independent non-executive director

Mr Phakamani Hadebe – independent non-executive director

Ms Mary-Anne Musekiwa – executive director

INVITEES

A standing invitation is issued for the Company Secretary, CFO, COO, Risk Assurance Manager and senior managers as required.

The Company Secretary serves as the secretary to the SET Committee.

The SET Committee relies on management to implement strategies and initiatives, of which the primary contributors are the management team and the Employment Equity and CSI Committees. The activities of these Committees are formally reported to the SET Committee at each meeting. The SET Committee met twice during 2023, and each meeting was fully attended by its members.

In its deliberations during the year, the SET Committee considered substantive local and international regulations and frameworks, as well as leading industry practice. Furthermore, the SET Committee received feedback on the monitoring, assessment and measurement of Group activities as they relate to social and economic development, transformation and ethics, including the Group's standing in terms of the goals and purposes of, inter alia, the following:

- The Companies Act No.71 of 2008
- UN Global Compact 10 Principles
- Organisation for Economic Co-operation and Development recommendations regarding corruption
- The ILO protocols on Decent Work and Working Conditions
- The Employment Equity Act, No. 55 of 1998
- The B-BBEE Act, No. 53 of 2003

Key focus areas

Labour and employment practices

The SET Committee is responsible for oversight of workplace diversity and ensuring that meaningful transformation is taking place within the Group. The SET Committee received feedback on the wellness support offered to employees, which has received increased attention in the post-Covid environment.

The Company continues to run a successful internship programme with over 94 interns employed since the programme's launch in 2012. As part of establishing a pipeline of talent, some interns are recruited from the Coronation Exceptional Students Bursary Programme, with several interns being appointed to permanent roles within the Company, where available.

Occupational health and safety

At each meeting, the SET Committee receives an update on the Company's compliance with occupational health and safety regulations. During the period under review, no material or fatal injuries were reported, and the SET Committee is satisfied that the Company has taken the necessary steps to implement health and safety regulations across all its locations.

Organisational ethics

The SET Committee oversees the promotion of an ethical culture, equality and prevention of unfair discrimination, including monitoring adherence to the Code of Ethics and related policies. The Committee is also responsible for monitoring the results of the anonymous whistle-blowing mechanism maintained by an independent third party. During the period under the review, there were no breaches of the Code of Ethics nor were any items reported to the whistleblowing hotline.

Corporate citizenship

The SET Committee receives a detailed review of CSI programmes and spend, and provides guidance and input on the strategic direction of the CSI programmes. For further information on the Group's CSI Programme. → [Refer to our Sustainability Report](#).

UN Sustainable Development Goals

The SET Committee oversees and receives updates on the projects and initiatives that align with the SDGs. → [Refer to our Sustainability Report](#).

Transformation

A focal point of the SET Committee's agenda is the oversight and monitoring of the Company's transformational targets and implementation of the Company's transformation strategy. At each meeting, the SET Committee receives detailed reports from management on its progress in meeting its transformation targets. The SET Committee also receives the minutes of the Employment Equity forum. → [Refer to our Sustainability Report](#) for a detailed overview of the Company's standing in respect of its transformation strategy.

Stakeholder engagement

The SET Committee reviewed a summary of engagements with material stakeholders, including the numbers and method of engagement, and the nature of discussions held. No material matters requiring the focus of the SET Committee were noted during the year.

Committee assessment

In compliance with principle 9, practice 73 of King IV™, the Company undertakes a formal, externally facilitated evaluation every two years (last conducted in 2022) and undertakes a self-assessment, managed by the Company Secretary every alternative year. Accordingly, a self-assessment was completed in 2023 and the Committee is of the opinion that it has effectively discharged its responsibilities in terms of its mandate, a view that has been affirmed by the Board.

Future focus

As identified previously, the SET Committee is placing increased focus on matters relating to the UN SDGs and environmental sustainability and will continue to improve its understanding of how these matters impact the business.

Remuneration and Nominations Committee Report

The Remuneration and Nominations Committee (Remuneration Committee) is a combined committee consisting of four independent non-executive directors who operate under formal terms of reference. The Remuneration agenda is chaired by Dr Hugo Nelson, while the Chairperson of the Board, Prof Alexandra Watson, chairs the Nominations agenda of the combined committee.

The Remuneration Committee ensures optimal remuneration structures across the Group that appropriately reward employees for their individual and team-based contributions to the performance and long-term success of the Group. In line with our long-term approach to investing on behalf of our clients, specific focus is placed on incentives and longer-term remuneration structures.

Additionally, the Remuneration Committee is responsible for ensuring that the Group Nominations Policy caters for succession planning across key areas of the business, and for ensuring that the Board is resourced with individuals who have the appropriate expertise, qualifications and experience to fulfil the role of a Company director. The Remuneration Committee is also responsible for ensuring that the Board achieves an appropriate level of race and gender diversity in accordance with Coronation's Board Diversity Policy.

The Committee is constituted in such a way that it is enabled to exercise competent and independent judgement on remuneration policies and practices, and appointments to the Board. The remuneration and benefits team serves as the Committee secretariat.

MEMBERS

Prof Alex Watson – Chairperson of Nominations Committee

Dr Hugo Nelson – Chairperson of Remuneration Committee

Mr Neil Brown – independent non-executive director

Mr Saks Ntombela – independent non-executive director

INVITEES

No standing invitations are issued by the Committee. Members of senior management and/or external service providers are invited to attend the meetings as requested by the Committee.

The Remuneration and Nominations Committee usually meets no less than three times a year, in April, September and October, as well as on an ad hoc basis, if required. During the 2023 financial year, the Remuneration and Nominations Committee met four times and there was full attendance at all meetings by its members.

The Remuneration and Nominations Committee adheres to good corporate governance practices and reporting standards by conducting regular reviews of all relevant policies and plans. For reference purposes, where appropriate, it makes use of independent benchmarking studies and comparisons of local and international remuneration practices within the investment industry.

Committee changes

During the period under review, the Board approved certain changes to the composition of the Committee, namely:

- Mr Saks Ntombela was appointed as a member of the Committee effective 1 September 2023
- Dr Hugo Nelson has tendered his resignation as chairperson of the Remuneration Committee effective 1 January 2024 (the Effective Date) and will remain a member of the Committee. The Board extends its appreciation to him for his noteworthy contribution as Remuneration chairperson
- Following Mr Nelson's resignation, the Board has appointed Mr Neil Brown as chairperson of the Remuneration Committee as from the Effective Date

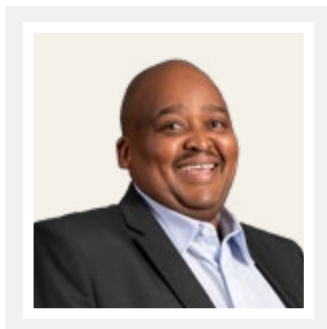
Key focus areas

In the prior period, key amendments were made to the remuneration structure of executive directors to ensure that the structure is in keeping with sound and transparent remuneration practices. Shareholders were in support of these changes and the Remuneration Policy was approved by 94.95% of shares voted at the AGM. This year the Remuneration Policy Implementation Report will be the first report prepared in accordance with the revised Remuneration Policy.

For further details on the remuneration practices of the Group, refer to the remuneration section of this report (→ [page 109](#)) or the Remuneration and Nominations Committee Charter in the Stakeholder Relations section on www.coronation.com.

Committee assessment

In compliance with principle 9, practice 73 of King IV™, the Company undertakes a formal, externally facilitated evaluation every two years (last conducted in 2022) and undertakes an internal assessment, managed by the Company Secretary every alternative year. Accordingly, an internal assessment was completed in 2023 and the Committee is of the opinion that it has effectively discharged its responsibilities in terms of its mandate, a view that has been affirmed by the Board.



Audit Committee Report

The Audit Committee applies its continued oversight of financial reporting and its statutory obligations. The Audit Committee is responsible for enabling the maintenance of sound systems of combined assurance and overseeing the preparation of accurate integrated and financial reports in compliance with all applicable reporting standards. To ensure consistency in the application of the Combined Assurance Model, all members of the Audit Committee also serve as members of the Risk Committee.

The Audit Committee is chaired by Ms Lulama Boyce, head of the commercial accounting department at the University of Johannesburg. Collectively, the Audit Committee members have the skills required to fulfil its duties, including financial and broader corporate reporting expertise, and comprises independent non-executive directors. The Company Secretary serves as the Committee secretary.

MEMBERS

Ms Lulama Boyce – Chairperson

Dr Hugo Nelson – independent non-executive director

Mrs Madichaba Nhlumayo – independent non-executive director

Mr Saks Ntombela – independent non-executive director

INVITEES

A standing invitation is issued to all directors, internal and external assurance providers, the Company Secretary and senior finance team management.

The Audit Committee meets at least three times a year, in May, August and November, in conjunction with the key reporting cycles of the Group. In addition, the Committee convenes in December each year to review and approve the annual financial statements. During the year under review the Committee formally convened five times.

The Audit Committee's purpose and objectives as mandated by the Board extend, inter alia, to:

- ▶ Providing independent oversight of audit and combined assurance requirements, quality and integrity, and monitoring the independence of the auditor and other assurance providers
- ▶ Exercising decision-making power and accountability regarding the statutory duties of the Coronation Group

The Audit Committee Charter, available on www.coronation.com, more fully describes the role, duties and function of the Audit Committee, which discharges its responsibilities on behalf of the Group. The Audit Committee met five times during the 2023 financial year, with full member attendance at all meetings. The chairperson of the Audit Committee provides feedback on matters discussed at the Audit Committee meetings to the Board.

Key focus areas

Tax matter

Following the ruling by the Supreme Court of Appeal in respect of the tax litigation between a Group subsidiary and the South African Revenue Service, the Committee convened an additional meeting to discuss the impact of the tax matter and the accounting considerations related thereto. The tax matter and the accounting treatment thereof has remained a key focus area for the period under review and will remain on the Committee's agenda until the matter is finalised with the Constitutional Court.

Oversight of financial controls and external audit

During the year, the Audit Committee approved the external auditor's terms of engagement and scope of work. It agreed to the external audit plan prior to the commencement of the audit. Full feedback was given to the Audit Committee after the audit was completed.

The Audit Committee considered the quality of the external audit, as well as the feedback received from management, and was satisfied with the quality of the assessment.

Ensuring auditor independence

- ▶ The Audit Committee has set a limit of 10% of audit fees for any non-audit work undertaken by the external auditors
- ▶ The Audit Committee reviews the quantum and type of non-audit services provided by external auditors to ensure compliance with the specified limits. The Audit Committee oversees the rotation of audit partners every five years, in accordance with the requirements of the Companies Act
- ▶ The Company has received confirmation from the external auditor that the partners and staff responsible for the audit comply with all legal and professional requirements with regards to rotation and independence. The Audit Committee is satisfied that the external auditor is independent of Coronation
- ▶ The Audit Committee also considered and is satisfied that the external auditor is independent of the Company as set out in section 94(8) of the Companies Act, and suitable for appointment considering, inter alia, the information stated in paragraph 22.15(h) of the JSE Listings Requirements

Oversight of the finance function

The Audit Committee is satisfied with the expertise of the CFO in terms of paragraph 3.84(g) (i) of the JSE Listings Requirements, and is of the opinion that she has the appropriate expertise and experience to meet her responsibilities in the position, given the following:

- ▶ Regular and comprehensive financial reporting to the Board
- ▶ Independent discussions between the Audit and Risk Committee chairpersons and external auditors regarding the effectiveness of the finance function

The Audit Committee also considered and is satisfied that the Company has established appropriate financial reporting procedures, as contemplated in terms of paragraph 3.84(g) (ii) of the JSE Listings Requirements, and that the procedures are operating.

Based on the processes and assurances obtained, the Audit Committee is of the view that the accounting practices are effective.

Oversight of Combined Assurance Model

During the year, the Audit Committee approved the Operational Risk Assurance Plan and the output of the Group's Combined Assurance Model. The Audit Committee considered and is satisfied with the effectiveness of the Risk Assurance Manager and the arrangements in place for combined assurance, including operational risk assurance. Nothing has come to the attention of the Audit Committee to indicate any material breakdown in the system of control during the year under review or the performance of any assurance provider.

Committee assessment

In compliance with principle 9, practice 73 of King IV™, the Company undertakes a formal, externally facilitated evaluation every two years (last conducted in 2022) and undertakes an internal assessment, managed by the Company Secretary every alternative year. Accordingly, an internal assessment was completed in 2023 and the Committee is of the opinion that it has effectively discharged its responsibilities in terms of its mandate, a view that has been affirmed by the Board.

Risk Committee Report

The Risk Committee has been mandated by the Board to assist in discharging the Board's duties relating to the oversight of risk governance and management and further ensuring that the Group is operating in compliance with all applicable legal, regulatory, and reporting requirements and standards.

MEMBERS

Mr Saks Ntombela – Chairperson

Dr Hugo Nelson – independent non-executive director

Ms Lulama Boyce – independent non-executive director

Mrs Madichaba Nhlumayo – independent non-executive director

Mr Neil Brown – independent non-executive director

INVITEES

A standing invitation is issued to all directors, internal assurance providers, the risk management function, Company Secretary, COO and Head of IT.

Four members of the Committee also serve as members of the Audit Committee to ensure there is a sufficient overlap of knowledge and expertise of matters falling under the ambit of both Committees.

The Committee meets three times a year and the Company Secretary serves as the Committee secretary. The Risk Committee provides feedback to the Audit Committee in respect of risks relating to financial reporting. The Risk Committee provides feedback to the Board at each Board meeting in respect of the matters discussed by the Committee.

Primary objectives of the Risk Committee include:

- ▶ Supporting the Board in discharging its duty of governing risk in a manner that supports the Coronation Group in setting and achieving its strategic objectives
- ▶ Advising the Board regarding the nature and extent of the risks and opportunities facing the Coronation Group
- ▶ Overseeing the implementation of the Group Risk Management Strategy and Framework and other responses to risk
- ▶ Overseeing the governance of compliance with all applicable laws and adopted, non-binding rules, codes and standards in a way that supports the Coronation Group being an ethical and good corporate citizen

Key focus areas

Information technology and information systems risks

- ▶ The Committee has been mandated by the Board to exercise oversight over the information technology and information systems risks that impact the Company, ensure they are adequately addressed, and that the appropriate controls are in place to address them

Risk management

- ▶ The Committee assists the Board in its evaluation of the adequacy and effectiveness of the risk management system

Key risks

- The Committee assists the Board in identifying and monitoring all key risks impacting the Group
- This is achieved through reviewing and interrogating the reports received from the Risk Officer

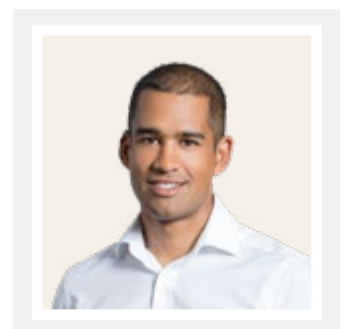
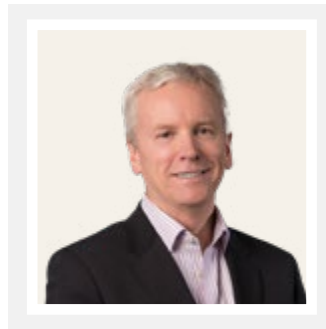
Compliance monitoring

- The Committee shall consider the legal and regulatory requirements to the extent that they may have an impact on the Group
- The Committee obtains regular updates from the Group compliance function regarding the Group's compliance with all applicable legal and regulatory requirements

While the function of risk management remains the overall responsibility of the Board and this Committee, management plays a critical role in assisting the Board to assess, manage and mitigate against risks.

Committee assessment

In compliance with principle 9, practice 73 of King IV™, the Company undertakes a formal, externally facilitated evaluation every two years (last conducted in 2022) and undertakes an internal assessment, managed by the Company Secretary every alternative year. Accordingly, an internal assessment was completed in 2023 and the Committee is of the opinion that it has effectively discharged its responsibilities in terms of its mandate, a view that has been affirmed by the Board.



OPERATIONAL REPORTS

Risk Management Report

Risk is an inherent and unavoidable part of any business. Appropriate risk management is crucial to protect stakeholder interests, ensure adherence to regulatory requirements and maintain the long-term sustainability of the business while entrenching corporate governance principles. At Coronation, the Board is ultimately responsible for ensuring that risks are managed effectively within a defined tolerance (risk appetite). The Board has delegated responsibility for overseeing risk management to the Risk Committee and, ultimately, to management and the risk management function.

Risk management is a multifaceted discipline that requires appropriate governance, independent monitoring, frequent communication, the application of judgement and robust knowledge of specialised products, operations, legislation and markets. Coronation's risk management objectives are to:

- Create risk awareness and understanding across all levels of the business
- Integrate risk consciousness into daily decision-making and implementation processes
- Facilitate risk identification and mitigation across the Group within the risk appetite and risk tolerance parameters defined by the Board
- Improve the ability to prevent, detect, correct, escalate and respond to critical risk issues by conducting risk monitoring
- Apply appropriate risk management and corporate governance frameworks and guidelines

Our Risk Management Framework (the Risk Framework) more fully articulates the approach to risk management across the business. The Risk Framework describes the key elements of risk management as illustrated in the adjacent diagram.

Risk management is a continuous process that should effectively deploy resources to minimise the probability of negative events while maximising the realisation of opportunities. We adopt a dual top-down and bottom-up approach to identifying risks, which considers the external environment and strategic planning to identify key strategic risks, as well as identifying risks at the operational level, which includes process, client and product-specific risks. Management are risk owners and take an active role in day-to-day risk management. This includes responsibility for identifying, evaluating, mitigating, monitoring and reporting risk in accordance with the Risk Framework.



The risk management function is managed by the Risk Officer, who reports to the Head of Global Risk and Compliance. The Risk Officer is responsible for overseeing and reporting on management's procedures to manage risk across the Group. More specifically, the Risk Officer is responsible for ensuring that policies and procedures are established for measuring, managing and reporting risk.

All Risk Committee meetings are attended by the Head of Global Risk and Compliance and the Risk Officer, who meet with the chairperson of the Risk Committee ahead of each meeting. The Risk Officer delivers the Risk Management Report at each meeting. The chairperson of the Committee reports back to the Board at quarterly meetings and escalates material matters to the Board. Additionally, ongoing interaction occurs with executive members of the Board, the senior management team and the chairperson of the Risk Committee.

We have developed, implemented and continuously improve the Risk Framework to ensure that the management of risk is integrated into the Company's overall corporate governance structures, strategy, planning, reporting, policies, values and culture. We recognise that in a complex financial services environment, risk management processes and strategies should evolve, and should be subject to ongoing review and modifications, considering risk appetite, risk tolerance and risk resilience.

Included below is the residual risk rating description utilised across the Group. Any risk exceeding the risk appetite is monitored on an ongoing basis and plans are put in place to reduce the risk rating.

The Group risk profile remains in line with the prior period, as there were no changes to the risk ratings. Refer to the key risk types on the following page.

Residual risk rating	Description of residual risk
From 0 – 8	Minor risks: risks are within the tolerable level and no further actions are required
From 9 – 10	Cautionary risks: should be monitored on a regular basis
From 12 – 15	Major risks: risk appetite has been exceeded. The risks must be managed, monitored on an ongoing basis and escalated
From 16 – 25	Critical risks: current control strategy should be reassessed immediately and escalated

Given the nature of our business and the environment in which we operate, a shrinking savings pool, impacted by low economic growth, low confidence in SA Inc. and low levels of formal employment, the risks below are focused on areas where we are able to mitigate and directly manage our exposure to these uncertainties.

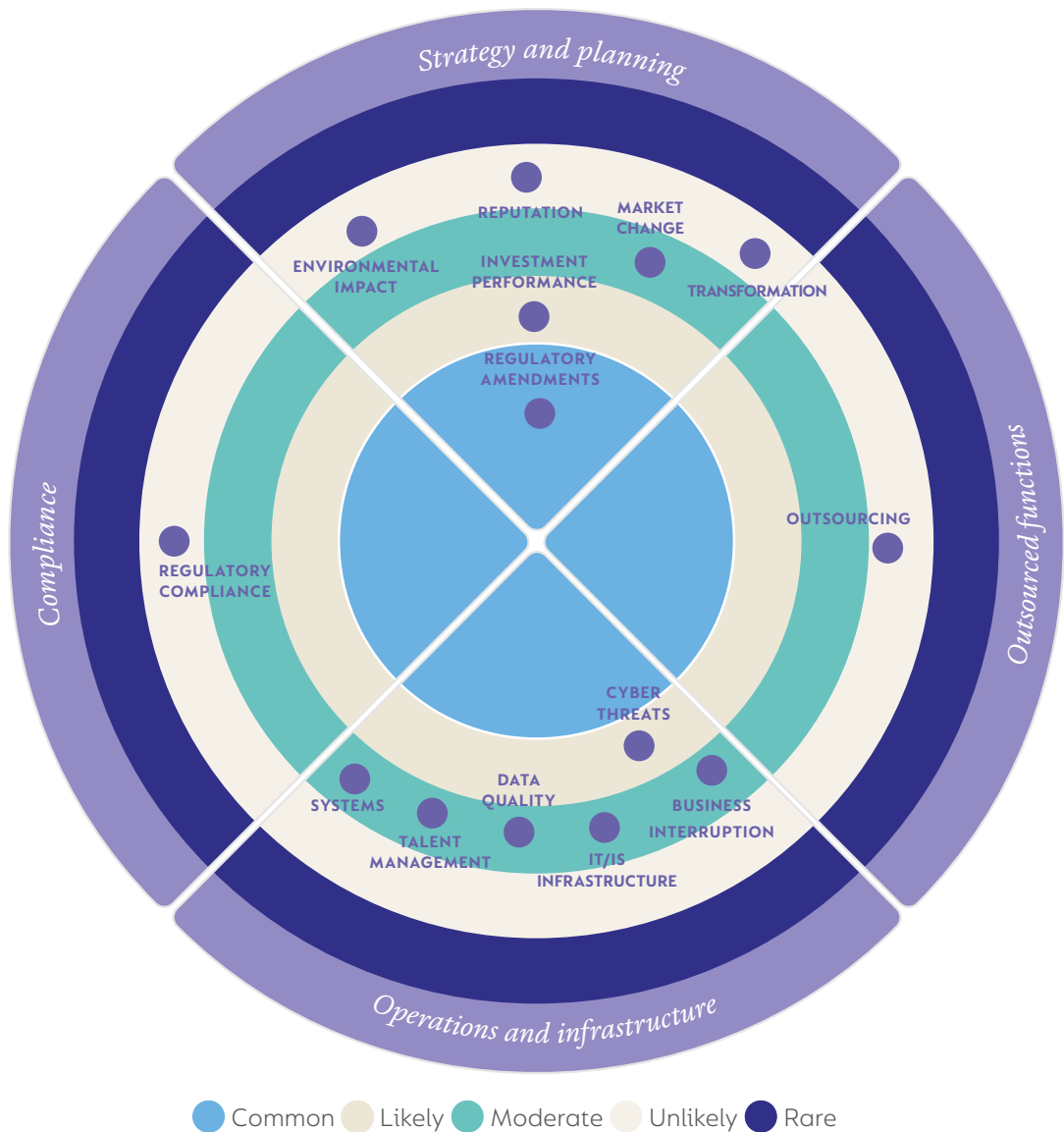
The table below outlines the risk types facing the business, along with the relevant mitigating controls.

Risk	Definition	Management and mitigation
STRATEGIC RISKS		
Investment performance	Sustained poor investment returns relative to peer funds and benchmarks	<ul style="list-style-type: none"> ➤ All client assets are managed by a single and stable investment team of highly skilled individuals who are unwavering in the application of our tried and tested investment philosophy, underpinned by our commitment to the long term ➤ The investment team is subdivided into areas with specific focus per asset class and/or region, which rigorously monitor the markets and make investment decisions supported by our proprietary research ➤ The investment team is predominantly based at our Cape Town headquarters, which facilitates continual in-person engagement, further entrenched by a daily morning meeting of all investment team members ➤ Investment analysts have deepened their research and understanding of ESG factors ➤ Extensive insights and thought leadership on markets and Coronation strategies are made available to clients, as well as the general public, via client communications, our website, conferences and our thought-leadership articles
Regulatory amendments	Not responding effectively to changes to laws and regulations that may have an adverse effect on our ability to grow our AUM	<ul style="list-style-type: none"> ➤ Develop new products in response to changing client needs, subsequent to in-depth research and viability assessments ➤ Increased engagement with clients ➤ Ongoing engagement with the regulator/s on the effect of new and amended regulations
Transformation	The inability to effectively respond to transformation targets	<ul style="list-style-type: none"> ➤ The Employment Equity (EE) Committee reports to the SET Committee and: <ul style="list-style-type: none"> › oversees the achievement of transformational targets in accordance with our EE Plan; and › ensures that policies and practices encourage sourcing and retaining of talented black individuals ➤ Significant investment in educating youth from disadvantaged backgrounds through our bursary, internship (both internal and external) and graduate recruitment programmes to support the recruitment pipeline (→ <i>refer to our Sustainability Report</i>)
Market change	The failure to respond to fundamental changes in the fund management industry, such as disruptive technologies, evolving distribution patterns or products to meet the changing profile and needs of clients	<ul style="list-style-type: none"> ➤ Continuous investment in the Coronation brand and our direct investor infrastructure ➤ Affirm our commitment to our long-term investment philosophy through ongoing client engagement and demonstration of thought leadership ➤ Frequent review of fee structures to remain competitive and stay abreast of competitor consolidation and aggregation strategies ➤ Active participation in industry bodies to influence legislative outcomes where possible ➤ Develop new products in response to changing client needs, subsequent to in-depth research and viability assessments

Risk	Definition	Management and mitigation
STRATEGIC RISKS (CONTINUED)		
Reputation	An action, event or transaction that may cause a loss of confidence in Coronation's integrity or otherwise damage the Coronation brand	<ul style="list-style-type: none"> ➤ Our ownership culture, long-term strategic thinking and client-centric philosophy drive our behaviour, protect stakeholder interests and mitigate reputational risk ➤ All forms of media are regularly monitored to enable a proactive approach to reputational risk management ➤ Material events that may impact the Group are directly escalated to the CEO and Chairperson of the Board for consideration
Environmental impact	Our investment and corporate activities having an unintended environmental (including climate change), social and economic impact	<ul style="list-style-type: none"> ➤ Coronation is a signatory member of the CDP (formerly Carbon Disclosure Project) and participates in Climate Action 100+ initiatives ➤ The Board has mandated management to conduct a carbon footprint assessment of the Company and to report on the results thereof annually ➤ The Board has further committed that the Company should retain its carbon neutral footprint and prioritise and invest in projects that will offset its carbon footprint ➤ There is a three-pronged approach to ESG: Integration, Engagement and Collaboration as detailed in our Stewardship Report, which is available on www.coronation.com ➤ Carbon intensity benchmarks for our portfolios are below the industry benchmarks
Reporting and tax	Complexity of ever evolving tax legislation and interpretation thereof, increasing the risk of increased tax liability and non-compliance	<ul style="list-style-type: none"> ➤ Adequately skilled Finance team responsible for tax matters ➤ Consultations with experts on complex tax related matters
COMPLIANCE		
Compliance and regulatory	Non-adherence to regulations	<ul style="list-style-type: none"> ➤ Robust compliance programme maintained to ensure compliance with all relevant regulations ➤ Compliance department, aided by specialised external compliance consultants as needed, implements and tests adherence to current regulation on an ongoing basis ➤ Ongoing employee training and awareness on compliance-related matters and new regulatory requirements ➤ Continuous monitoring of the regulatory pipeline for new or amended legislation potentially impacting the business ➤ Periodic independent assurance on the adequacy and efficacy of our compliance arrangements

Risk	Definition	Management and mitigation
OPERATIONS AND INFRASTRUCTURE		
Talent management	Inability to attract, motivate and prevent the departure of top talent	<ul style="list-style-type: none"> ➤ Our people are our most valued assets; accordingly, our work environment, culture and Remuneration Policy are designed to attract, retain and motivate great talent (→ <i>refer to page 115</i>) ➤ Our high-performance culture, employee ownership and personal career development opportunities are defining characteristics of our business ➤ We maintain a bursary and internship programme, which serves the dual purpose of developing the nation's youth and providing a workforce pipeline
Systems	A system/s no longer meeting operational and strategic requirements	<ul style="list-style-type: none"> ➤ Increased engagement with service providers ➤ Systems not functioning optimally are prioritised for replacement
Cybersecurity	A successful cyber attack	<ul style="list-style-type: none"> ➤ Cyber risk is holistically managed across people, processes and technology. This includes enforcing appropriate policies, conducting ongoing employee awareness and employing technology to prevent and/or detect potential or actual threats to the security of our environment
Data quality	The inability to maintain accurate, complete, consistent and reliable data	<ul style="list-style-type: none"> ➤ A significant amount of data has been migrated to a data warehouse. A Master Data Management process has been implemented for static and analytics data ➤ An accelerated and extensive Data Disruption Project was initiated in 2020 and has successfully launched both local and global morning reports, enabling the resolution of data issues, enhancing governance, and promoting transparency in data usage and management – see Information Technology and Information Systems Report (→ <i>refer to page 104</i>) ➤ The implementation process has begun with respect to the JPMorgan GAM Region project, involving the direct extraction of new files from their core system. Initially, these files will be ingested into the current infrastructure to mitigate risk and minimise operational impact. Subsequently, the process will transition to the new cloud infrastructure, incorporating data quality rules, improved monitoring and alerting mechanisms, and enhanced governance measures
Information technology/information systems risk	Obsolescence of infrastructure, deficiency in integration, failures/inadequacies in systems/networks that may significantly disrupt core operations	<ul style="list-style-type: none"> ➤ Technology (information technology systems and data) is viewed as a key enabler of the Group's strategic objectives and, as such, a robust information technology and systems governance framework has been implemented (→ <i>refer to page 104</i>) ➤ The Board-approved framework sets out the objectives of technology, which includes ensuring high integrity and availability of technology and information to meet business needs in a timely manner
Business continuity	A physical event or system failure which could inhibit Coronation's ability to perform core business activities	<ul style="list-style-type: none"> ➤ Comprehensive business continuity and disaster recovery plans are tested semi-annually to ensure complete restoration of core business functions in the event of a disaster, within a defined recovery objective. This includes user acceptance testing to verify recovered systems are fully operational

Risk	Definition	Management and mitigation
OUTSOURCING		
Outsourcing	The inability or unwillingness of an outsourced key service provider to discharge its contractual obligations	<ul style="list-style-type: none"> ➤ A Service Provider Management Framework has been implemented which includes: <ul style="list-style-type: none"> › robust oversight controls of key outsourced providers on a real-time and ongoing basis, including daily, weekly and monthly transaction reviews › monitoring adherence to service level agreements, implementation of formal communication channels and escalation procedures to manage and resolve issues identified › conducting periodic, formal due diligences ➤ The business continuity plans of key outsourced providers are reviewed periodically as part of the formal due diligence process ➤ Key systems are tested as part of Coronation's Disaster Recovery Testing

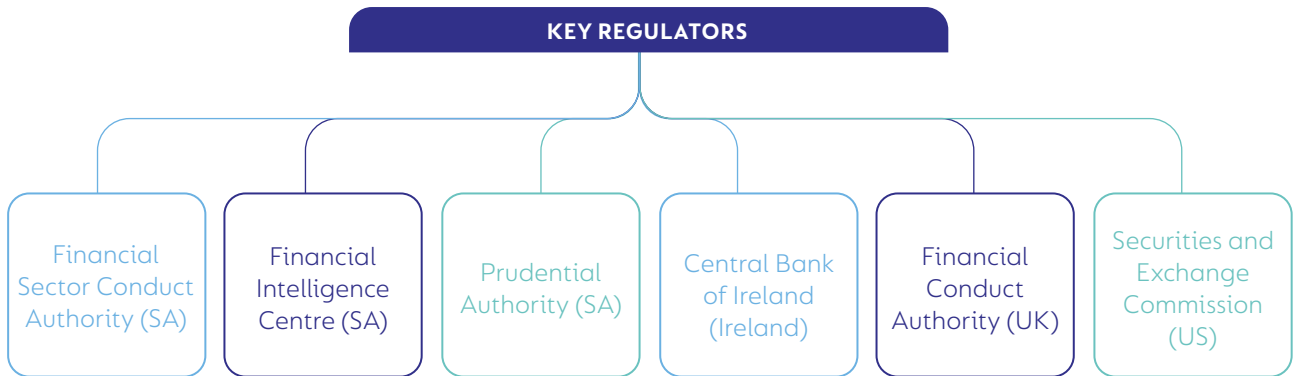


Compliance Report

Overview

The Board of Directors assumes responsibility for the governance of compliance and has approved the Compliance Framework that articulates and gives effect to the Company's direction and management of compliance.

The Board has delegated the management of the compliance function to the Risk Committee and the global compliance function, which is primarily responsible for identifying, establishing and monitoring compliance with regulatory obligations in all jurisdictions in which the Group operates.



Coronation's global compliance programme is designed to ensure all regulatory obligations are met by:

- ▶ Identifying and understanding the full universe of applicable regulation
- ▶ Implementing appropriate compliance policies, processes and employee training plans
- ▶ Ensuring that, where possible, compliance requirements are embedded in our operational processes and controls
- ▶ Compliance monitoring, to test our ongoing adherence to compliance obligations (second line of assurance)
- ▶ Independent assurance reviews/audits (third and fourth lines of assurance)
- ▶ Implementation of reporting frameworks to ensure Coronation's management team and Group Risk Committee/the Board remain aware of all key compliance matters (fifth line of assurance)
- ▶ Maintaining a transparent and cooperative relationship with our regulators

In addition, frequent interaction between the compliance team and business/operational staff is facilitated by all key business and operational functions being centralised on one floor in our Cape Town headquarters. The Head of Global Risk and Compliance is in direct and regular contact with the CEO, COO, CFO and senior management, and attends key management and governance meetings.

Resourcing

The global compliance function is resourced using an appropriate blend of permanent employees and specialist compliance consultancies. We also employ the services of law firms to ensure we obtain expert advice and remain abreast of all material regulatory developments.

Ethics

We strive to be leaders in promoting the highest standards of ethical behaviour and professional excellence. High ethical standards are critical to maintaining stakeholder trust in Coronation, the financial markets and the investment profession. Under “stakeholders” we include the public, regulators, clients, prospective clients, shareholders, employees, colleagues in the investment profession and other participants in the global capital markets. Furthermore, we view ethical behaviour as much more than a compliance requirement, as clients are under no obligation to continue entrusting us with their assets. Ethical behaviour is a business imperative for any investment manager eager to earn and continue to earn their clients’ trust. All employees are required to conduct themselves in accordance with our Code of Ethics, our Client Charter and our Six Values (→ refer to page 7).

In addition, all employees are required to complete an annual declaration that includes the provision of information and/or declarations regarding outside interests, personal account investing, broker statements, conflicts of interest, adherence to Coronation’s compliance policies, confidential information and the FSCA Treating Customers Fairly (TCF) initiative. Coronation is supportive of the TCF principles, to the extent relevant to our business, and we believe that they are consistent with the objectives required for a long-term, sustainable investment business, our Client Charter and Six Values.

KEY COMPLIANCE GOALS

Goal	Measures
Identify all regulatory obligations in all jurisdictions in which we operate and implement risk-based programmes to monitor compliance	<ul style="list-style-type: none"> ▶ We have a well-established team of experienced compliance professionals who, together with external advisers, ensure that all regulatory obligations have been identified and appropriate risk-based compliance monitoring plans have been implemented
Take a proactive approach in identifying, preparing for and implementing changes required by new or amended regulation	<ul style="list-style-type: none"> ▶ Locally, we commit significant resources to the various ASISA structures, which monitor, comment and lobby regarding new or amended regulation ▶ Internationally, we are members of the Investment Company Institute and Irish Funds Industry Association, which serve a similar purpose regarding US and EU legislation, respectively ▶ We maintain a regulatory consultation tracker to document and monitor the progression and impact of new or amended regulations, locally and internationally ▶ These channels, together with our local and international network of advisers, ensure we remain abreast of all material regulatory developments
Promote employee awareness and understanding of regulatory obligations/ internal policies through training and communication	<ul style="list-style-type: none"> ▶ We have an ongoing training and awareness programme consisting of the following elements: <ul style="list-style-type: none"> > compliance induction training > compliance broadcasts distributed by email to all employees covering key policies and alerts > e-learning and in-person training to satisfy various regulatory requirements > on-the-job training, particularly in instances where compliance requirements are embedded in daily processes

KEY COMPLIANCE GOALS (continued)

Goal	Measures
Work in close partnership with management to develop pragmatic risk-based solutions to regulatory obligations	<ul style="list-style-type: none"> Representatives of all key departments and management are all physically present in one location. This significantly enhances the ability to engage in meaningful conversations and achieve considered decision-making. The Head of Global Risk and Compliance is in regular contact with the CEO, COO, CFO and other senior managers, and participates in the appropriate forums and committees
Ensure that management and the Risk Committee are kept informed of material compliance risks facing the Group, including via effective formal reporting	<ul style="list-style-type: none"> Monthly written compliance reports are provided to management and the independent chairpersons of the Group Risk and Audit committees A compliance report is provided to the Group Risk Committee for review and discussion at committee meetings, which are held three times per year
Manage service provider and regulatory relationships effectively	<ul style="list-style-type: none"> Our compliance staff remain in regular contact with third-party service providers and personnel at our key regulators (directly or via intermediaries or industry associations)

Key areas of legal and regulatory focus during the period

We remain abreast of key regulatory developments impacting our business on a continuous basis and initiate projects and change management to address new or amended regulatory obligations, as required. During the period under review, there has been an increase in activity by regulators, both locally and internationally. Some of the key areas of focus and engagement during the period include:

- ▶ Tax treatment of amounts received by or accrued to portfolios of collective investment schemes
- ▶ Retirement reform (Two-Pot system)
- ▶ Interim amendments to CISCA, Board Notice 90, the Companies Act Amendment Bill
- ▶ Engagements with the SARB on the implementation of prudential limits
- ▶ Draft Employment Equity Amendment Bill
- ▶ A Framework for Unclaimed Assets
- ▶ FSCA Draft Position Paper on Open Finance Sustainable Financial Disclosure Regulation: impact assessment and implementation continue regarding this key ESG regulatory development in the EU
- ▶ Impact of sanctions on the management of investment portfolios as a consequence of Russia's invasion of Ukraine

During the reporting period, there were no material regulatory penalties, sanctions or fines for contraventions of, or non-compliance with statutory obligations imposed on the Company or members of the Board and management. The tax matter remains in progress. We are encouraged that the Constitutional Court has agreed to hear our case on Tuesday, 13 February 2024. This dispute has no material impact on our long-term sustainability, and we remain a well-capitalised and successful business.

Compliance to laws and regulations

The Coronation directors have confirmed that, to the best of their knowledge, Coronation complied with the provisions of the Companies Act of South Africa, and operated in accordance with its memorandum of incorporation, during the year under review.

Information Technology and Systems Report

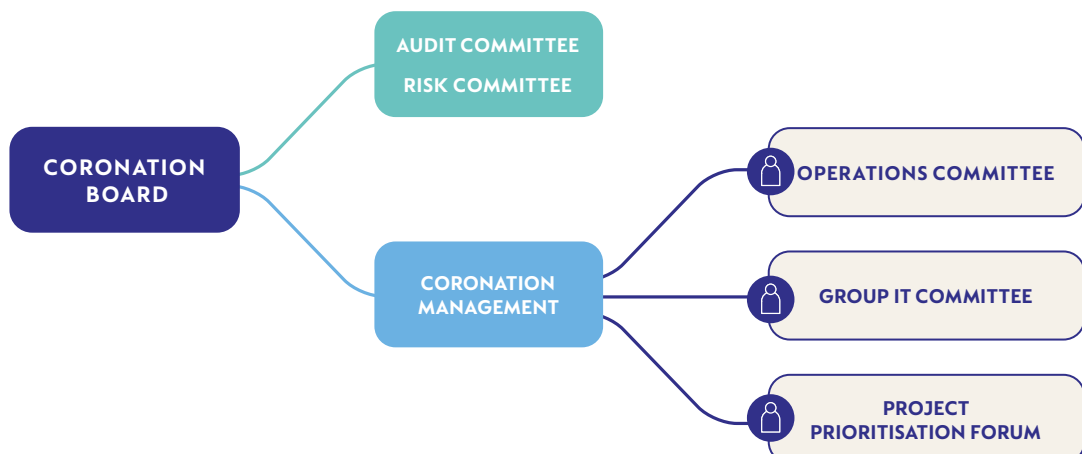
The effective management of information technology (IT) and information systems (IS) is key to achieving our strategic objectives, particularly in delivering excellent client service and supporting long-term investment outperformance.

The Board aims to represent the interests of all stakeholders in delivering a successful and sustainable business. Accordingly, it is accountable for governing the ethical and effective application of resources towards the achievement of strategic outcomes to create value for stakeholders.

At Coronation, IT and IS are viewed as key enablers of the Group's strategic objectives and, as such, require robust governance. The Board has identified the following as key technology and information governance objectives:

- Monitoring the alignment of the short-, medium- and long-term strategies of the business and technology
- Maintaining formalised IT governance at Coronation, aligned to existing corporate governance structures and leading practices
- Monitoring the integrity and availability of technology and information to meet business needs in a timely manner
- Developing and maintaining appropriate organisational structures, relationships, frameworks and processes to support IT governance
- Measuring and managing the cost and the value received from technology
- Managing technology resources and assets, including information, in an efficient and effective manner, such that the value derived from these resources is maximised
- Safeguarding technology resources and information
- Monitoring the application of legislative requirements and other leading guidance as it pertains to IT management relevant to the Group, including but not limited to:
 - › King IV™ Report on Corporate Governance
 - › Control Objectives for Information and Related Technologies
 - › Information Technology Infrastructure Library
 - › International Organization for Standardization 27000 series supporting information security (ISO 27000)
- Establishing appropriate policies and frameworks that articulate and give effect to the key technology and information objectives set by the Board
- Establishing performance criteria aligned with operational expectations and periodic measurement of actual versus desired performance levels

Management is responsible for implementing and operating an effective technology and information management system, as delegated by the Board. Accordingly, management approves the operating model for managing IT and IS and is supported by the Operations Committee, the Group Information Technology Committee and the Project Prioritisation Forum. In addition, the Board has mandated the Risk and Audit Committees to oversee the adequate and effective risk management and system of internal controls, respectively, including those pertaining to technology. The organisational and governance structure is illustrated below.



Party	Role and responsibility
Coronation Board	<ul style="list-style-type: none"> ➤ Sets strategic goals and objectives for the business, including IT-related goals and objectives ➤ Evaluates and approves significant IT-related initiatives ➤ Exercises ongoing oversight of IT management ➤ Evaluates the effectiveness of the Company's IT arrangements, including outsourced services, in achieving strategic objectives ➤ Monitors implementation of significant technology initiatives/projects ➤ Monitors the management of technology-related risks, including cyber risk, with the support of the Audit and Risk Committees
Risk Committee	<ul style="list-style-type: none"> ➤ Monitors the management of IT-related risks, including cyber risk
Audit Committee	<ul style="list-style-type: none"> ➤ Oversees technology, IS and information-related assurance as it relates to financial controls
Management	<ul style="list-style-type: none"> ➤ Establishes the target business and operating model to achieve strategic goals established by the Board ➤ Responsible for the implementation and execution of effective IT services and IT risk management within the business ➤ Proposes significant IT-related initiatives prior to seeking Board approval to implement ➤ Oversees major IT projects
Operations Committee	<ul style="list-style-type: none"> ➤ Drives implementation of IT-related projects ➤ Recommends technology-related projects to the Exco based on strategic goals and objectives ➤ Oversees end-user acceptance of technology ➤ Responsible for the operational management of IT
Group Information Technology Committee	<ul style="list-style-type: none"> ➤ Responsible for ensuring that the effectiveness and efficiency of the Group's IT systems are met from a risk and strategic alignment perspective, so that IT systems support the strategic objectives of the Group ➤ Has the broad overall responsibility of monitoring the adequacy, efficiency and effectiveness of all the Group systems relevant to IT, both operational and strategic, inasmuch as these may impact the business strategy, financial performance, risk profile and IT Strategy of the Group
Project Prioritisation Forum	<ul style="list-style-type: none"> ➤ Prioritises and optimises efficient delivery of approved projects

Improving direct client service experience and security

We launched Client Online Services (COS) 2.1, which focuses on our independent financial advisers (IFAs) who manage Coronation investments on behalf of their clients. The service enables IFAs to securely transact on behalf of clients, delegate reporting authority to their administration staff, and pull client reports and certain bulk data from within the platform.

Data Disruption Project

This longer duration project is focused on delivering high-quality, timeous data via a scalable cloud platform. Data is central to business sustainability and success, and our data management has evolved by thinking about our data differently, including the formalising of data definitions, and introducing improved governance to every aspect of data management.

The project has already delivered significantly higher quality data more efficiently, and the new platform provides for greater insight into each data point from definition through to where it is either presented or used. A key benefit is a much better understanding of the impact of our data across our business, as well as its use and value to individual business areas.

The business risk of incorrect reporting and/or incorrect calculations has been substantially reduced, and data management is meaningfully improved through significantly enhanced governance and process maturity.

IT and IS risk management

We consider technology risks as part of our overall risk assessment. These risks are incorporated into an IT/IS risk register, and material IT/IS risks are escalated to the key risk register, which is submitted to the Risk Committee. The Risk Committee also reviews regular reports on IT and IS risk. Key technology risks are detailed on the following page.



Risk	Mitigation strategies
Ineffective IT Strategy	<ul style="list-style-type: none"> ➤ All strategic IT initiatives are in response to business needs and/or requirements ➤ IT Strategy is developed by management in response to and in support of the overall business strategy ➤ IT Strategy is approved by the Coronation Board
A successful cyber attack	<ul style="list-style-type: none"> ➤ Cyber risk is holistically managed across people, processes and technology. This includes: <ul style="list-style-type: none"> › enforcing appropriate policies › conducting ongoing employee awareness › employing technology to prevent and/or detect potential or actual threats to the security of our environment ➤ Vulnerability management occurs regularly whereby the server and desktop environments are scanned for threats and patches are deployed as needed ➤ Independent subject matter experts perform penetration testing on a regular basis, and the implementation of recommendations is closely monitored ➤ Live monitoring of cyber threats and system logs
Lack of effective IT resiliency and business continuity plans	<ul style="list-style-type: none"> ➤ Comprehensive and dynamic business continuity plan (BCP) and disaster recovery plan (DRP) are both reviewed at least annually. The DRP, which is a key component of the BCP, is tested at least twice a year to ensure the complete restoration of core business functions in the event of a disaster within a defined recovery objective ➤ The continuity and recovery plans include offsite retention of data backups and access to a recovery warm site ➤ Highly available connectivity is provisioned for all cloud-based services ➤ Strong relationships are maintained with vendors and connectivity is continually monitored and evaluated. In addition, clear escalation paths are defined, and cloud due diligence assessments are performed
Ineffective technology vendor and third-party management	<ul style="list-style-type: none"> ➤ Thorough due diligence procedures are carried out before the appointment of significant third-party technology vendors ➤ Once appointed, all third-party vendors are subjected to ongoing monitoring in line with the Group oversight model and with reference to an agreed service level agreement (SLA) ➤ Vendor resilience and recovery capabilities are evaluated for all significant vendors
Failure to execute IT and IS programmes	<ul style="list-style-type: none"> ➤ An IS strategy is in place, which governs the replacement strategy of key systems and the achievement of business requirements ➤ Furthermore, IT and IS report to the Chief Operating Officer, facilitating the integration and alignment of the business and technology ➤ All key IT initiatives (programmes, projects, upgrades, purchases) are tracked and monitored by management and reported on to the Coronation Board ➤ All projects are prioritised and governed to ensure that objectives and critical success factors are delivered upon within budget and agreed timelines

Risk	Mitigation strategies
Inability to manage technology operations effectively	<ul style="list-style-type: none"> ➤ Ongoing operations risk is managed by a combination of software and dedicated technology specialists ➤ Changes made to production environments are implemented in line with Group policy and are highly controlled ➤ Changes made to production, rollbacks, and disruption from changes are monitored by management ➤ Internal SLAs are used to measure adherence to operational availability and delivery ➤ Power supply challenges related to Eskom have been managed by securing multiple alternative supplies
Ineffective management of IT and cyber security risks	<ul style="list-style-type: none"> ➤ IT and cybersecurity risks are managed in line with the Group Risk Management Framework and reported on to the Risk Committee
Ineffective data and information management	<ul style="list-style-type: none"> ➤ A significant amount of data has been migrated to a new data platform ➤ A Master Data Management process has been implemented for static and analytics data ➤ An accelerated and extensive Data Disruption Project was initiated in 2020 → <i>refer to page 106</i> for more details ➤ Improving information management and security is a never-ending journey ➤ A cross-functional team in the form of an Information Management Steering Committee actively identifies and manages information-related risks and improves information management processes. Focus areas of the programme over the period included: <ul style="list-style-type: none"> › improving the maturity of information management processes and systems › reviewing and enhancing systems that proactively protect against common data breach vulnerabilities › managing third-party access to data stores and emphasis on employee awareness and training ➤ Subject matter experts were engaged to assist with our improvement programme and to test the effectiveness of IT security at various intervals throughout the year ➤ We have a number of procedures in place for the early detection and resolution of variances, including automated and manual reconciliations that are performed to detect variances, as well as an alert system on automated errors ➤ Encryption and Bring Your Own Device policies are in place. Mobile devices are secured before allowing Company data consumption ➤ Our systems also have the ability to remotely wipe and secure mobile phones

The IT general control environment is assured annually in accordance with ISAE 3402. Risk-based, technology-focused assurance is additionally undertaken in accordance with the approved Operational Risk Assurance Plan. The results of these reviews are reported to the Audit Committee.



Remuneration Report

One consistent Remuneration Policy applies to all employees across our business, with total variable remuneration allocation for the year based on a set formula and allocated to all eligible employees.



REMUNERATION COMMITTEE CHAIRPERSON'S REPORT

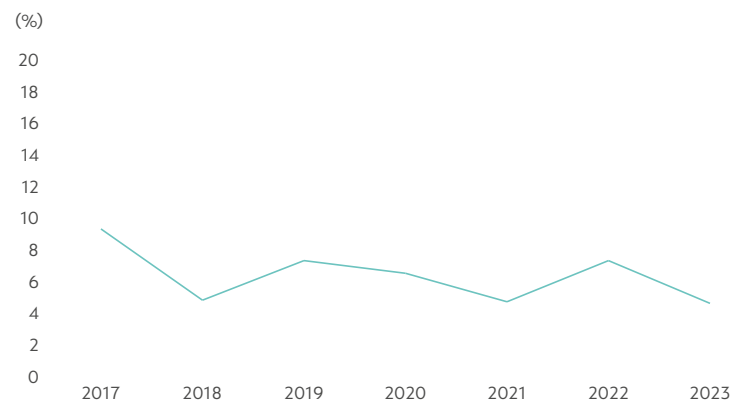
On behalf of Coronation's Board of Directors and its Remuneration and Nominations Committee (the Committee), I am pleased to table the Remuneration Report for 2023. Coronation's remuneration philosophy has remained unchanged for the 30 years of its existence – to attract and retain a diverse team of high-performing individuals, and to instil a strong sense of ownership across the business.

A talent profile of long tenure, low turnover and 29% employee ownership bears testimony to its efficacy. A stable, high-calibre team is the bedrock of any successful, independent asset manager, as the sustainability of the business rests on maintaining and growing our client base. At Coronation we do this by delivering long-term investment outperformance and offering our clients exceptional client service. In a highly competitive industry, our ability to execute on these promises depends on the calibre of people we employ and the strength of our ownership-driven culture.

For South African firms, retention has become a key challenge in an already scarce-skills industry, as we see escalating levels of emigration. But it is not only push factors at play. The brain drain is being exacerbated by offshore firms headhunting South African talent and offering attractive remuneration. A research paper published earlier this year by UK-based Accounting and Business showed that a significant number of UK employers in the financial services and accounting sectors are experiencing skills shortages and anticipate salary increases. And it is not only investment skills that are in short supply and high demand. The burgeoning tech industry with its flexible, globalised work culture and deep pockets is luring information system and technology professionals and engineers, at a time when financial services companies are doubling down on technology spend and, specifically, cybersecurity.

It is therefore very encouraging that over the reporting period, our total global employee complement¹ remained stable at 349 employees and employee turnover across the Company was 4.3%. This is well below the average industry turnover and has been a long-term trend at Coronation. In the case of employees who receive long-term incentives, the turnover was even less, at 2.5%.

CORONATION'S GLOBAL TURNOVER 2023



¹ Employees who are eligible to receive variable remuneration

The year under review

The financial year under review saw the prevailing headwinds intensify, and the operating environment remained complex and challenging. Persistent inflation and the aggressive policy response by central banks resulted in slowing growth, placing households under immense pressure, which in turn placed pressure on the savings and investment industry, both in South Africa and abroad. This also introduced significant volatility into the capital markets.

Geopolitics also continued to weigh, as the war in Ukraine waged on, US-China tensions continued to simmer, and, more recently, a very concerning and tragic outbreak of conflict in the Middle East. In a short two years, the world has become vastly different to what we became accustomed to during the era of peace and co-operation that we enjoyed since the end of the Cold War in the early 1990s.

In South Africa, the effect of these factors was exacerbated by our unique set of systemic challenges, including failing SOEs, high debt, low growth, high unemployment and corruption.

A Coronation-specific issue for the reporting period is that, due to the Supreme Court of Appeal ruling in February 2023, the impact of the matter between Coronation and the South African Revenue Service (SARS) was accounted for during the 2023 financial year. A provision, comprising both tax due and related interest, was made to cover the increased tax amount the court ruled was due to SARS.

Previously, shareholders benefited from a lower tax rate with the resultant profit paid out as dividends. The impact of providing for the tax matter now results in lower profits and, therefore, reduced dividends paid to shareholders. In addition to the reduction of their dividend income, employees were also negatively impacted as the interest portion of the provision has been recognised in operating expenses, reducing the calculation of the variable remuneration. Executive remuneration was further impacted, as both executives scored 0% for the fund management earnings (FME) metric, which includes the amounts recognised for the additional tax and interest, and accounts for 30% of their total incentive opportunity.

While the impact of the tax matter has been recognised, we are encouraged that the Constitutional Court has agreed to hear our case and anticipate that an outcome will be reached in the second half of the 2024 calendar year.

Financial results

In spite of the above, we remain a leading investment company and have delivered multi-decade service and investment outperformance for our clients, across all products and geographies.

Total assets under management (AUM) have increased by 5% year on year (y/y) at R602 billion (30 September 2022: R574 billion) and average AUM was flat y/y at R620 billion (30 September 2022: R621 billion). Net outflows for the period amounted to 10% of average AUM. This can largely be attributed to both industry-wide outflows from the global emerging markets asset class, as demand declined after a decade of weak performance, and to the contracting SA savings pool.

Total operating expenses for the 2023 financial year are up 8% y/y (excluding the impact of the tax matter). Areas of increased investment include client service systems, strengthening our local and global investment capabilities, optimising information systems, data management and cyber security, as well as ensuring compliance with a demanding regulatory environment.

FMEPS are down 4% when excluding the impact of the tax matter (down 57% when including the impact of the tax matter¹).

¹ Refer to the pro forma financial information on page 147

Policy principles

Our Remuneration Policy is designed to foster a culture of ownership and to meet the best interests of our clients, shareholders and employees. Following the changes for the 2023 financial year in respect of executive remuneration, our Remuneration Policy is unchanged for the 2024 financial year and should remain unchanged for the foreseeable future.

The benefit of Coronation's remuneration model is that it is symmetrical and clearly aligned with shareholders, flexing up and down in line with Coronation's annual profitability, and thus dividends distributed to shareholders. It also allows for an appropriate split of cash and deferred remuneration. Annual variable remuneration is always allocated based on an individual's contribution over the medium term rather than based on years of service, seniority or short-term performance. A further advantage is that a portion of the variable remuneration can be used to fund restraint of trade agreements and extended notice periods, where management believes this supports a sustainable business.

Since our listing in 2003, Coronation has not offered share options or similar schemes, as we believe that they are dilutive to shareholders while also being asymmetrical, as they offer a potentially large upside for senior employees with zero downside. In South Africa and internationally, we have seen that these share option type schemes have often had unintended consequences, including companies undertaking overly aggressive acquisitions that require risky and excessive leverage.

Key remuneration outcomes

Coronation has a simple business model, which requires low levels of capital investment in relation to Company profitability. Its only real assets are its employees, and therefore an appropriate and effective remuneration approach is critical.

As per our Remuneration Policy, short-term incentives (STIs) and long-term incentives (LTIs) are allocated to eligible employees of the Company. All our employees are eligible to receive cash variable remuneration subject to individual performance. The performance and remuneration details of the individual executive directors are detailed on *pages 121 to 131*.

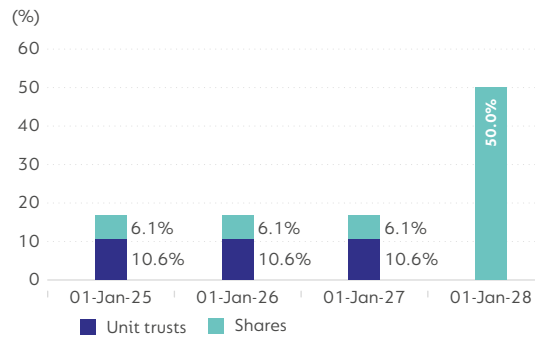
Year	% of incentives allocated to the long term	# of eligible employees who receive LTIs
2023	40	146
2022 ²	48	151
2021	44	160

² The percentage of incentives allocated to the long term in 2022 was disclosed as 44% last year; however, this was based on the market value of the incentives at year-end. This has been restated to reflect the cost of the incentives of 48% and is consistent with the other years disclosed above

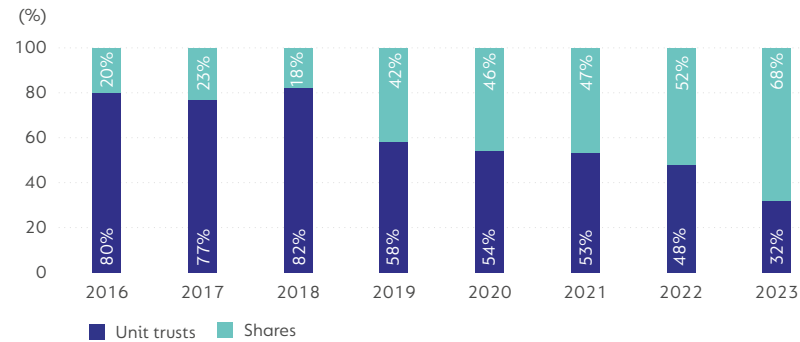
For the period under review, 146 employees, representing 42% of total employees, received LTIs in the form of Coronation unit trusts and Coronation shares. In support of our long-term thinking and retention strategy, these recent allocations vest over 51 months, with 50% of the vesting commencing in January 2025 and split equally between January 2025, 2026, and 2027, with the final 50% vesting at the end of the period, in January 2028.

Generally, the Company aims to defer a minimum of 40% of total incentives. This outcome very clearly aligns the interests of employees with both clients and shareholders. Additionally, in 2023, 86 employees had restraints of trade, ranging in duration from three to 12 months, while 314 employees had extended notice periods, ranging from two to 12 months.

VESTING PROFILE OF 2023 LTI ALLOCATION



INVESTMENTS ACQUIRED FOR LTIS PER FINANCIAL YEAR



Source: Coronation

Shareholder engagement and voting

At the 2023 AGM, 94.95% of the votes cast were in favour of the Remuneration Policy and 76.23% were in favour of the Remuneration Policy Implementation Report. While the outcome was favourable, members of the Committee attended numerous stakeholder engagement meetings during the year to ensure that our Policy and the Implementation thereof are consistent with stakeholder expectations.

The unchanged Remuneration Policy and its Implementation Report will be presented to shareholders for separate non-binding advisory votes at Coronation's upcoming AGM in February 2024.

While we look forward to the continued support of our shareholders, in the event that 25% or more of shareholders vote against either the Remuneration Policy or the Remuneration Policy Implementation Report at the meeting, Coronation will engage with these shareholders in order to understand their concerns.

Remuneration Committee key decisions

In 2023, the Remuneration Policy enhancements with respect to executive director remuneration, which shareholders approved at the February 2023 AGM, have been implemented. These enhancements were driven by shareholders expressing a wish for a more formulaic approach to determining executive director remuneration.

The Remuneration Policy Implementation Report details the performance of our executive directors for the 2023 financial year → *refer to page 121*.

Other matters worth noting are that we have made changes to the composition of the Committee with the appointment of Mr Saks Ntombela, effective 1 September 2023. Additionally, this will be my final letter to our shareholders as Committee chairperson, as I will be stepping down on 1 January 2024, and Mr Neil Brown has been appointed as my successor. I will continue to serve on the Committee as an ordinary member.

External advisers

During the period under review, the Remuneration Committee employed legal and external remuneration advisers to analyse and make recommendations on the Company's remuneration practices. The Remuneration Committee is satisfied that these consultants were both independent and objective.

Conclusion

The Remuneration Committee believes that the implementation of the Remuneration Policy and related Implementation Report, as detailed below, is positive for Coronation's stakeholders and is confident that this move has brought the Company in line with international best practice. Further, it continues to reflect our performance-based culture, both with respect to individual performance assessments and the Company's overall performance during the period under review.

In what is increasingly a challenging and competitive arena globally, the Committee is of the view that the executive directors and employees are excellently equipped to steer the Company through the remainder of the cycle, to emerge as a strong and sustainable global business.

Finally, I would like to thank my fellow Committee members for their dedicated work during my tenure as the chairperson. It has been a pleasure to be of service. It instils great confidence to hand over the reins to a colleague of Neil's experience and calibre.

Sincerely

Hugo Nelson

Chairperson, Remuneration Committee

REMUNERATION POLICY

Coronation's remuneration framework is designed to create long-term value for our stakeholders, including shareholders, clients, employees and our community, in a manner that is fair and responsible.

The Remuneration Policy plays a critical role in guiding and supporting Coronation's overall business strategy, values, culture, and behaviour.

This section provides an overview of the key remuneration elements currently in place for the executive directors.

Remuneration philosophy

Coronation's incentive structure underpins our values, instils a culture of ownership, and promotes a high-performance environment. The framework via which Coronation achieves these objectives is very simple, it is included in its memorandum of incorporation and has been in place since its listing on the JSE in 2003.

The objectives of the Remuneration Policy and process are designed to motivate the executive directors to achieve the long-term corporate strategy through supporting Coronation's values, culture and behaviour, specifically by:

- ▶ Always putting clients first
- ▶ Focusing on long-term value creation
- ▶ Creating a culture of ownership
- ▶ Recognising that Coronation is a team-based organisation
- ▶ Helping to attract, retain and motivate highly talented and sought-after individuals
- ▶ Rewarding outstanding and excellent performance

The above is essential if Coronation's Remuneration Policy and the implementation thereof are to successfully support its strong performance culture. In doing so, the Policy should be simple and easy to understand, and result in as few unintended consequences as possible.

Our goal is to ensure that the remuneration process is holistic enough to be able to assess the performances of the executive directors and ensure that the rewards for excellent performance align their interests with that of the Company, its clients, shareholders, and regulators.

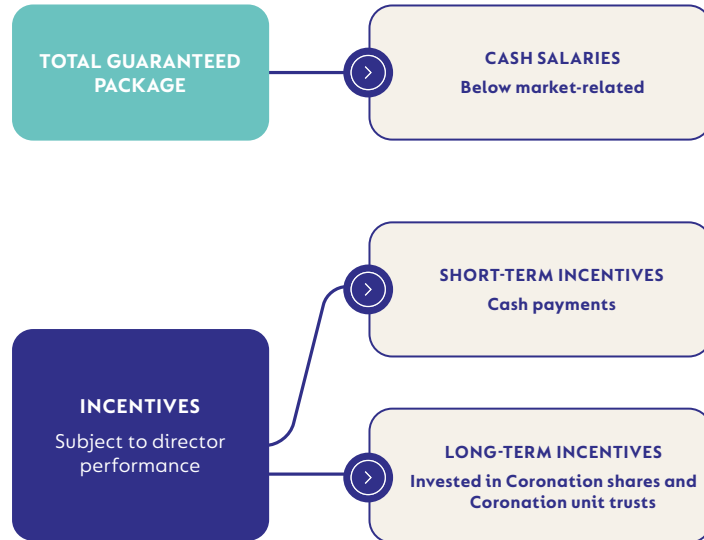
In order to ensure that the executive directors' remuneration is clearly aligned with stakeholder interests, business sustainability and the Company's long-term culture, it is important that an effective balance is achieved between the short-term and long-term components.

It is also critical to ensure that good corporate governance in relation to remuneration is applied and that the approach to remuneration is consistent with, and promotes, sound and effective risk management.

Remuneration principles and structure

Total guaranteed packages (TGP) are below market-related TGPs, resulting in a low fixed-cost base and STI and LTI incentives are granted based on key metrics for delivering shareholder value over the long term.

Coronation includes the following remuneration elements in the composition of its total remuneration package:



Coronation does not offer share options or similar schemes, as they are dilutive to shareholders while also being asymmetrical in nature, and can result in unfair remuneration practices, the cost of which is not immediately appreciated by shareholders.

The executive directors are prohibited from selling any Coronation shares during their tenure that were awarded as part of LTIs, other than at vesting date for settling tax purposes. If they do sell any Coronation shares, the restricted tranche of unvested LTIs (50%) is forfeited. The only instance in which shares may be sold without forfeiting this tranche is when shares were acquired in the market in the executive director's personal capacity after 30 August 2022. However, these must be held for a minimum period of 12 months, in accordance with Coronation's personal account trading policy.

Elements of executive director remuneration

Total guaranteed package (TGP)

TGPs are determined on a total cost-to-company basis, consisting of:

- ▶ **A base salary** – based on experience, roles and responsibilities, and
- ▶ **Compulsory benefits** – these include retirement provision (including disability plans, death and funeral cover) and medical insurance

Executive directors' TGPs are benchmarked against market levels and are set below industry norms to not only contain fixed costs, but to encourage a performance-driven culture. For the 2024 financial year, the TGPs for both the CEO and CFO have been increased by 7% to R6.42 million and R3.21 million, respectively.

Short- and long-term incentives

Discretionary performance-linked incentives will reward performance assessed against current and preceding years, utilising financial and non-financial measures.

Key components:

- ▶ Discretionary incentives consist of STIs and LTIs
- ▶ The outcome of the short-term performance measures will determine the STI. Likewise, the outcome of the long-term performance measures will determine the LTI payable to the executive directors
- ▶ Incentive outcomes for executive directors will be assessed annually following year-end and will be based on a formulaic application of the Policy

The Committee retains discretion to consider performance holistically and adjust formulaic outcomes to ensure that final incentive awards are aligned with the sustainable performance of Coronation and our purpose to deliver value over the long term.

The Committee will retain the ability to amend allocations, upwards or downwards, of both STIs and LTIs by an overall maximum of 25% to ensure that reliance on pure financial measures does not result in unintended outcomes. While no discretion was applied by the Committee in 2023, where discretion is applied, the Committee will provide an explanation detailing the rationale for the change.

Incentives awarded will be subject to the following parameters:

- ▶ Total incentives will be capped as a multiple of TGP, with a maximum allocation of STIs and LTIs as follows:

Executive directors	STI as % of TGP	LTI as % of TGP	Total opportunity as % of TGP
CEO	133%	267%	400%
CFO	100%	200%	300%

- ▶ Incentive outcomes as a percentage of the maximum incentive opportunity will be as follows:
 - › Threshold: 25%
 - › Target: 50%
 - › Stretch: 100%
- ▶ Incentive outcomes will be determined on a straight-line basis for performance between these levels

The executive directors are awarded the STIs and LTIs in the following manner:

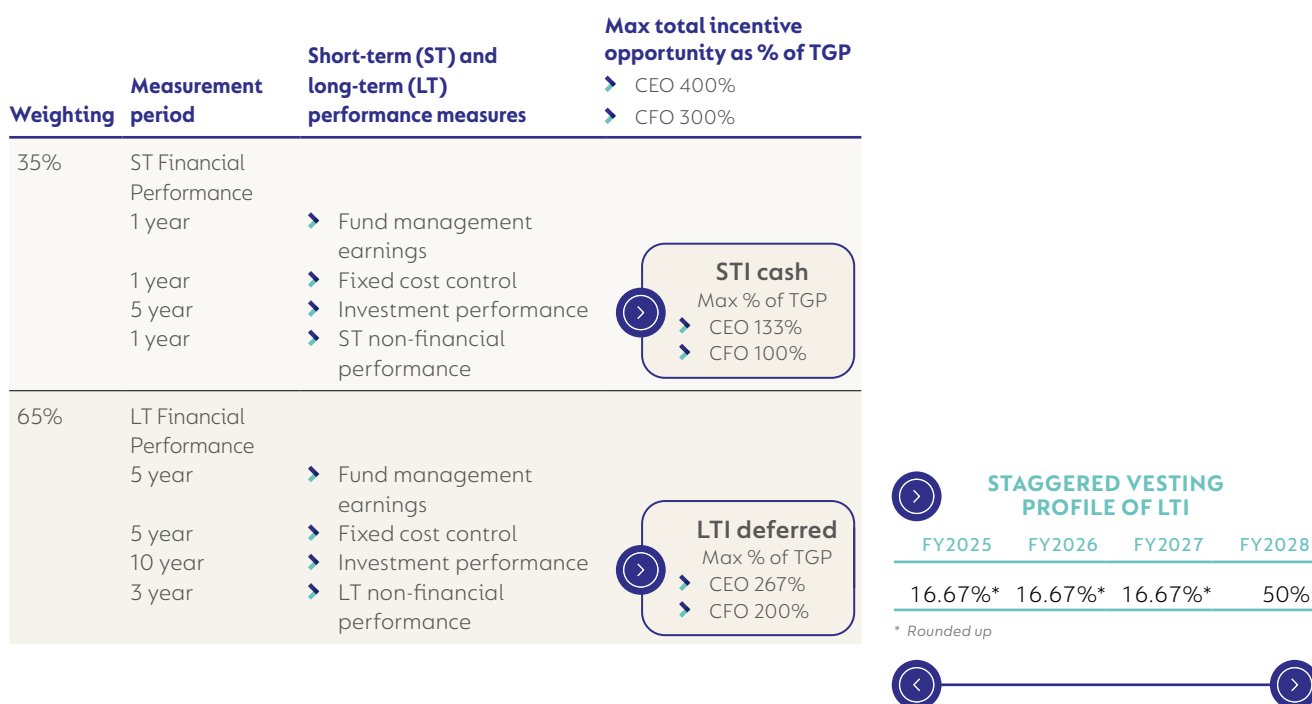
Elements	Outcomes
Short-term incentives	<ul style="list-style-type: none"> These payments are made once a year in November
Long-term incentives	<ul style="list-style-type: none"> These are invested in either Coronation unit trusts or in listed Coronation shares, which are always purchased on the market This ensures alignment of executive directors' interests with the interests of shareholders and clients – a key area of focus for asset management firms. This vests over multiple periods, the durations of which are comparatively high. The vesting periods typically range from 15 months to 51 months. 50% vests evenly over 39 months and the final restricted tranche (50%) vests at the end of the period (51 months). This final tranche consists predominantly of Coronation shares The final tranche (50%) is forfeited in the event that Coronation shares are sold

Performance measures

The performance of the executive directors is reviewed against both financial and non-financial measures. The Committee will set the short-term and long-term performance measures, targets and weightings annually to align executive directors' performance with delivery of strategic objectives and the financial performance of the Company. The following parameters apply:

- 75% of the total incentive opportunity will be based on the following **financial** measures:
 - fund management earnings
 - fixed costs
 - investment performance
- 25% of the total incentive opportunity will be based on **non-financial** measures, which would typically include the following:
 - strategy and value
 - operational excellence
 - governance
 - clients and stakeholders

The graphic below illustrates the operation of the STIs and LTIs for the 2024 financial year.



Malus and clawback

Malus and clawback remain essential features of our remuneration philosophy. As such, Coronation operates a Malus and Clawback Policy to align the interests of executive management with the long-term shareholder interests and to ensure that excessive risk-taking is not rewarded. Malus is the ability to reduce, including to zero, an award that has not yet accrued or vested to an individual, while clawback is the ability to recover/seek repayment of awards already paid or vested to an individual.

- Malus applies to all STI and LTI allocations¹
- Clawback applies to all previously vested LTIs and cash payments. Clawback is imposed for up to three years from the date of payment or from the date of the vesting of tranches of LTIs

Malus and clawback provisions will be applied in the event of a broad range of transgressions, including:

- Information used to measure performance was inaccurate
- Failure to disclose information that could result in a breach of regulations or reputational harm
- Contravention of the Financial Advisory and Intermediary Services Fit and Proper requirements
- A material breach of any law in the scope of employment
- Failure to disclose a material misstatement of the Company's financial position
- Failure to disclose that annual financial results do not properly reflect the Company's financial position

¹ All forms of incentives other than restraints of trade and notice period extensions are subject to malus and clawback

Executive directors' service contracts

In accordance with best practice, the following contractual conditions apply to executive directors' service contracts:

Elements	Outcomes
Restraints of trade and notice period extensions	<ul style="list-style-type: none"> ➤ In certain instances, the Committee will secure notice period extensions or restraint of trade payments ➤ The CEO has a permanent employment contract with a notice period of 12 months and a 12-month paid restraint of trade ➤ The CFO has a permanent employment contract with a six-month notice period
Severance payments	<ul style="list-style-type: none"> ➤ Coronation does not make severance payments unless obliged to do so under labour law or if a labour dispute has been settled
Once-off allocations	<ul style="list-style-type: none"> ➤ In exceptional circumstances, once-off allocations will be made for relocation costs or to make good on any loss of benefit or obligation that arises from resignation of a previous employer
Shareholding requirement	<ul style="list-style-type: none"> ➤ Executive directors are encouraged to build up and maintain a shareholding in the Company in order to maintain the alignment of the executive directors with the long-term interests of Coronation and our stakeholders ➤ Requirements for current executive directors: <ul style="list-style-type: none"> › 375% of TGP for the CEO › 200% of TGP for the CFO ➤ Requirements for new executive directors: <ul style="list-style-type: none"> › the level of interest in Coronation shares will be considered by the Committee at the time of appointment, having due regard to the scope of the role. This requirement will also need to be attained within a reasonable timeframe (expected to be no longer than five years from appointment), but having regard to any existing share interests

Ongoing regulatory compliance

The Committee remains mindful of broader remuneration governance guidance and frameworks and will maintain compliance to relevant developments as and when they mature, including proposed reporting approaches. This includes the proposed changes included in the Companies Amendment Bill of 2023, as published for public comment.

In the event that regulatory requirements change, the Committee has discretion to make such changes as are necessary to ensure continued compliance, even if a revised policy has not been tabled for approval by shareholders.

Remuneration governance

The Coronation Board has the ultimate responsibility for the governance of the remuneration framework. It ensures that the process that governs the assessment of employees' performance is robust, fair and responsible, while aligning with the principles of the King IV™ Report on Corporate Governance for South Africa.

The Remuneration and Nominations Committee is responsible for key decisions regarding remuneration, including the implications for overall risk management. It has full oversight and control of the Remuneration Policy and practices. The Remuneration and Nominations Committee Charter is available on www.coronation.com.

The Remuneration and Nominations Committee is composed of independent non-executive directors only, being Dr Hugo Nelson (Chairperson, Remuneration Committee), Prof Alexandra Watson (Chairperson, Nominations Committee), Mr Neil Brown and Mr Saks Ntombela, who was appointed on 1 September 2023. As such, significant skills and institutional and industry experience are applied to the decision-making process when the Remuneration and Nominations Committees consider the remuneration process outcomes.

As of 1 January 2024, Mr Neil Brown has been appointed to the role of chairperson of the Remuneration Committee. Dr Hugo Nelson will remain as a committee member.

The Remuneration Policy and Implementation Report are tabled at Coronation's AGM for a separate non-binding advisory vote by Coronation shareholders.

Policy review

The Board regularly reviews the remuneration framework to ensure that it supports the achievement of our strategic objectives and promotes positive long-term outcomes for all stakeholders. As part of this process, Coronation actively seeks out the views of its shareholders where appropriate in relation to its remuneration practices.

Coronation's Remuneration Policy is available on www.coronation.com.

REMUNERATION POLICY IMPLEMENTATION REPORT

Introduction

The Committee is responsible for implementing the Remuneration Policy. It is constituted to enable it to exercise competent and independent judgement on remuneration policies and practices. The Committee ensures that the remuneration process is fair and responsible. The Committee ensured that the Remuneration Policy achieved its objectives in the current year, and it was implemented without any deviations.

The context for resultant remuneration outcomes

Executive directors are considered each year for short- and long-term performance-linked incentives determined by the Company and personal performance based on a range of financial and non-financial key performance indicators (KPIs) as reflected in each executive director's performance assessment.

Individual KPIs of each executive director are approved at the beginning of each year, with a weighting allocated at a category level as reflected in their individual appraisals that follow.

Discretionary incentives consist of STIs and LTIs. The outcome of the short-term performance measures will determine the STI. Likewise, the outcome of the long-term performance measures will determine the LTI payable to the executive directors.

The Committee considered financial and non-financial measures and their assessment of performance is summarised below:

SINGLE FIGURE REMUNERATION

The table below sets out the total remuneration received by the executive directors in respect of the 2023 financial year, as well as the 2022 financial year:

R'000 2023	Short-term and long-term incentives				Total remuneration
	TGP	STI	LTI	Total incentive	
Anton Pillay	6 000	2 650	9 086	11 736	17 736
Mary-Anne Musekiwa	3 000	932	3 073	4 005	7 005
	9 000	3 582	12 159	15 741	24 741

R'000 2022	Short-term and long-term incentives				Total remuneration
	TGP	STI	LTI	Total incentive	
Anton Pillay	2 166	8 754	7 268	16 022	18 188
Mary-Anne Musekiwa	2 166	2 085	2 820	4 905	7 071
	4 332	10 839	10 088	20 927	25 259

CEO SINGLE FIGURE REMUNERATION



■ 2023 ■ 2022

CFO SINGLE FIGURE REMUNERATION



■ 2023 ■ 2022

SHORT-TERM AND LONG-TERM INCENTIVES FOR THE 2023 FINANCIAL YEAR

The following section sets out the STI and LTI targets and measures and the Committee's assessment of outcomes for the year:

PERFORMANCE – Short-term	Threshold	Target	Stretch	Actual outcome	Outcome as % of maximum award opportunity	Weighting		Weighted outcome	
						CEO	CFO	CEO	CFO
Fund management earnings ¹	-15%	-10%	0%	-57%	0%	15%	15%	0%	0%
Fixed cost control ²	15%	10%	0%	12%	39%	5%	10%	2%	4%
Investment performance ³	50%	65%	90%	63%	46%	10%	5%	5%	2%
Non-financial performance ⁴									
➤ CEO					90%	5%		4%	
➤ CFO					84%		5%		4%
Committee discretionary factor								0%	0%
Total short-term outcome								11%	10%

PERFORMANCE – Long-term	Threshold	Target	Stretch	Actual outcome	Outcome as % of maximum award opportunity	Weighting		Weighted outcome	
						CEO	CFO	CEO	CFO
Fund management earnings ¹	0%	5%	10%	-12%	0%	15%	15%	0%	0%
Fixed cost control ²	10%	7.5%	5%	8%	49%	10%	20%	5%	10%
Investment performance ³	50%	65%	90%	77%	75%	20%	10%	15%	8%
Non-financial performance ⁴									
➤ CEO					90%	20%		18%	
➤ CFO					84%		20%		17%
Committee discretionary factor								0%	0%
Total long-term outcome								38%	35%
TOTAL FORMULAIC OUTCOME								49%	45%

Notes:

¹ Fund management earnings is used to measure true operating financial performance

² Fixed cost control is entrenched in the culture of Coronation. It is measured as the growth in fixed costs excluding project costs

³ Investment performance is critical in delivering value to our clients. It is measured on the proportion of the firmwide AUM outperforming peers on an asset-weighted basis

⁴ Non-financial performance outcome is based on the evaluation performed, key items of which recorded in the following section

Non-financial performance assessment⁵

Key: ● Achieved ● Partially achieved ● Not achieved

Measure	Weighting	Summary of achievements	
		Assessment CEO – Anton Pillay	Assessment CFO – Mary-Anne Musekiwa
Strategy and Values	25%	●	Employee ownership increased to 29%, thereby fortifying ownership culture
		●	Employee turnover of 4.3% well below industry average, with continued focus on succession planning, coaching and leadership programmes both internally and at Board level
		●	Transfer of knowledge and restructure of Finance team roles effectively managed, and continued efficiencies of digitisation of the accounting process experienced
		●	Improvement in brand awareness and recall noted, with formal brand monitoring programmes continuing to yield encouraging results
		●	International AUM increased to 27% of AUM since 2015, with new fund successfully launched this year
		●	Continued technical support provided to Intembeko, and all staff fully enabled to work remotely, resulting in uninterrupted client service
		●	Financial controls and regulatory compliance effectively monitored across the Group, with no breaches throughout the year
		●	A concerted drive to minimise fixed costs in the coming years was conducted across the business, while effectively managing cash resources, forex and the balance sheet
		●	Unqualified Audit Report received across the Group, and high quality of IAR delivered
		●	Continuous operational efficiency across the business, with no retrenchments required
●	Tax affairs managed closely and effectively, and ongoing SARS dispute will be heard by the Constitutional Court on 13 February 2024		

⁵ The non-financial performance assessment is done over one and three years

Non-financial performance assessment

Key: ● Achieved ● Partially achieved ● Not achieved

Measure		Weighting	Summary of achievements	
			Assessment	Assessment
			CEO – Anton Pillay	CFO – Mary-Anne Musekiwa
Governance	Governance and risk management		● Consistently compliant with regulatory requirements across all jurisdictions	● Strong application of the Risk and Compliance function, with no breaches noted across jurisdictions, and governance and risk reporting closely monitored
	Transformation		● Maintained transformation objectives by means of new Imvula allocation and maintaining Level 1 B-BBEE score, with 86% of new appointments being black	● B-BBEE level 1 status (achieved in December 2021) maintained and actively monitored
	ESG	25%	● Strong focus on ESG, with new Sustainability Committee formed and inaugural ESG client survey	● Our 2 nd Sustainability Report and 3 rd Carbon Footprint Assessment published, with net-zero position maintained. Joined the CDP (formerly known as the Carbon Disclosure Project)
Clients and stakeholders	Clients		● Regular client interactions, with Talking Investments and Conversations with Coronation events well attended	
	Stakeholder relations		● Continuous engagements with clients, regulators and stakeholders on key issues, as well as maintaining ASISA chairmanship	● Maintained strong relationships with key stakeholders and ensured that relevant stakeholder communication is developed and distributed timeously
Outcome			90%	84%

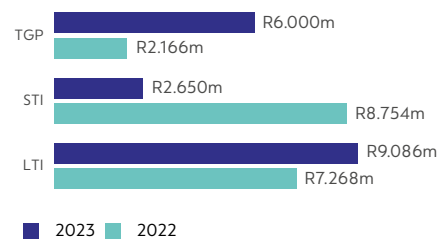
COMMITTEE DISCRETION AND EXPLANATION OF THE FINAL AWARDS

Under the Policy, the Committee may apply discretion to consider the performance of the executives comprehensively in order to ensure that the final STI and LTI awards are aligned with the performance of Coronation over the period under review. The Committee carefully considered the formulaic outcome to ensure that the final quantum of incentive payments did not result in any unintended consequences and that it was a fair reflection of the performance of the business.

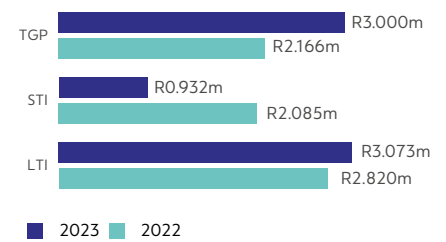
As a result, the Committee is satisfied that the formulaic outcome provided fair reflection of performance achieved, therefore no discretion was applied and no adjustments were made.

STIs were paid in cash and LTIs were deferred into Coronation shares and unit trusts, with 50% vesting equally over the first 39 months and the balance at the end of 51 months.

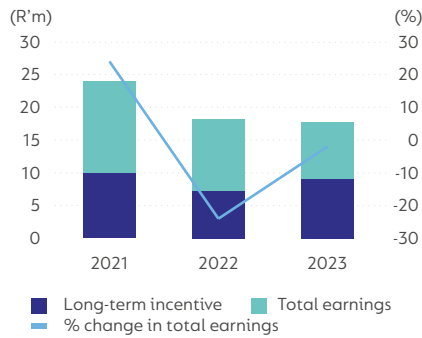
CEO REMUNERATION OUTCOME



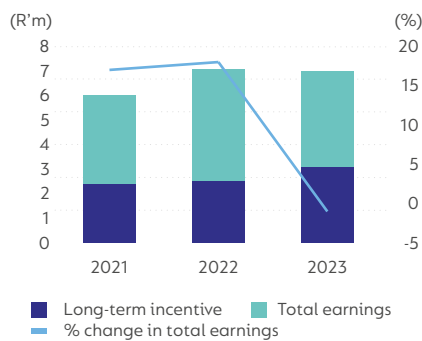
CFO REMUNERATION OUTCOME



CEO SINGLE FIGURE REMUNERATION HISTORY



CFO SINGLE FIGURE REMUNERATION HISTORY



Minimum shareholding requirements

Executive directors are required to build up and maintain a shareholding in the Company. The minimum shareholding for the CEO and CFO for 2023 was 375% and 200% of their TGPs, respectively, and the incumbents are required to meet these targets within five years.

Both executive directors currently exceed the minimum shareholding targets and have never sold any of their shares, ensuring alignment with shareholders' and Company values.

LTI allocations typically include shares and therefore contribute to increasing executive director ownership.

The following table reflects the current shareholding by executive directors relative to the minimum shareholding requirements:

	Requirement as % of TGP	Value as % of TGP
Anton Pillay	375%	2602%
Mary-Anne Musekiwa	200%	456%

The minimum shareholding requirements in the table above are calculated using the TGP at 30 September 2023 and the average share price for the 2023 financial year of R32.12 per share

Non-executive directors

Non-executive directors of Coronation received an annual fixed fee for Board and subcommittee membership, as contained in a resolution that was subject to shareholder approval in 2023. They do not participate in any other remuneration structures other than detailed below, nor do they receive share options.

In preparation for the 2023 fee proposal for non-executive directors, the Committee considered the increased demands on directors to contend with the growing complexity of a global business and a dynamic regulatory environment. In addition, non-executive director fees were reviewed against those of other listed entities and were found to be reasonable when compared to those observed in the financial services sector (for companies comparable in size to Coronation).

2023 FEES FOR CURRENT NON-EXECUTIVE DIRECTORS

The table below reflects the remuneration of non-executive directors who served on the Board as at 30 September 2023.

Non-executive directors	Main Board R'000	Audit Committee R'000	Risk Committee R'000	Remuneration and Nominations Committee R'000		SET Committee R'000	Total 2023 R'000	Total 2022 R'000
* Alexandra Watson	1 325			318			1 643	1 550
#Saks Ntombela	689	212	318	18			1 237	1 150
*Hugo Nelson	594	212	212	318			1 336	1 260
*Judith February	594					265	859	810
*Lulama Boyce	594	318	212				1 124	1 060
*Madichaba Nhlumayo	594	212	212			159	1 177	1 110
*Neil Brown	594		212	212			1 018	960
Phakamani Hadebe	594					159	753	710
Total	5 578	954	1 166	866		583	9 147	8 610

The above fees exclude VAT

* Directors who are registered for VAT

Saks Ntombela appointed as a member of the Remuneration and Nominations Committee with effect from 1 September 2023

We continue to monitor the fees to ensure that we are able to attract and retain non-executive directors with the required experience and expertise, especially given that succession continues to be a priority. We have proposed an increase of 7% for 2024.

The proposal (as detailed in our Notice to Shareholders, which is available on www.coronation.com) will be submitted for approval by shareholders by way of a special resolution tabled at the AGM, in compliance with the Companies Act. Approvals for non-executive directors' fees are sought excluding VAT and, where necessary, non-executive directors will levy VAT on their fees.

ANNEXURE TO THE IMPLEMENTATION REPORT

Implementation of the Remuneration Policy in the financial year 2024

Shareholder approval is being sought, at the AGM to be held on Tuesday, 20 February 2024, for the Group Remuneration Policy (the Policy) as detailed on *page 109*. The specific details to the implementation of the Policy as they relate to executive directors are included below:

Total guaranteed package

The executive directors' TGP, as described in the Policy, have been benchmarked and set at levels below market levels. The Remuneration Committee will continue to review TGPs on a regular basis. This year we have proposed an inflation-based increase for 2024.

Mr Anton Pillay R6.42 million

Ms Mary-Anne Musekiwa R3.21 million

Maximum opportunity of short-term and long-term incentives

As described fully in the Policy, STI and LTI performance will be assessed against financial and non-financial measures, and the maximum opportunity has remained unchanged for 2024. Total incentives will be capped as a multiple of TGP, with a maximum allocation of STIs and LTIs as follows:

Executive director	Short-term incentive as % of TGP	Long-term incentive as % of TGP	Total opportunity as % of TGP
CEO	133%	267%	400%
CFO	100%	200%	300%

Performance will be measured relative to threshold, target and stretch achievement levels for financial and non-financial measures. Incentive outcomes as a percentage of the maximum incentive opportunity are as follows:

- ▶ Threshold: 25%
- ▶ Target: 50%
- ▶ Stretch: 100%

For performance between these levels, the incentive outcome will be determined on a straight-line basis.

Remuneration Policy scenario charts

The following charts illustrate the potential range of remuneration outcomes for each of the executive directors under the Policy. The following scenarios are presented:

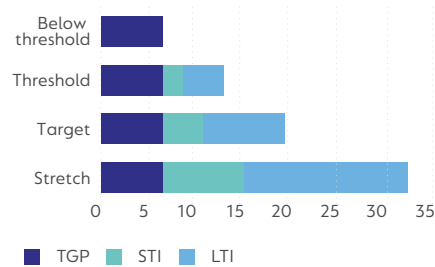
	TOTAL GUARANTEED PACKAGE	SHORT-TERM AND LONG-TERM INCENTIVES
Below threshold	Total TGP for the financial year, consisting of base salary plus benefits.	Nil
Threshold		Value of incentive awarded if threshold performance is achieved, which is 25% of the maximum opportunity
Target		Value of incentive awarded if on-target performance is achieved, which is 50% of the maximum opportunity
Stretch		Value of the incentive awarded if stretch performance is achieved, which is 100% of the maximum opportunity

The Committee retains discretion to adjust formulaic outcomes, upwards or downwards, where deemed appropriate. This discretion may be applied to STIs and LTIs separately; however, the overall discretion may not exceed 25% of the total incentive opportunity. In the event that the Committee chooses to exercise this discretion, they will provide the rationale.

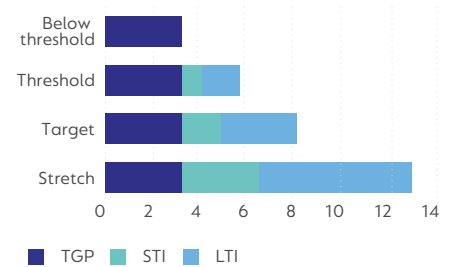
Remuneration Policy scenario charts

The following charts illustrate the potential range of remuneration outcomes for each of the executive directors under the Policy. The following scenarios are presented in R'm:

CHIEF EXECUTIVE OFFICER



CHIEF FINANCIAL OFFICER



Performance measures

The performance measures will be as follows for the 2024 financial year:

Long-term incentive measures		Period	CEO weighting	CFO weighting
1	Fund management earnings	5 years	15%	15%
2	Fixed cost control ¹	5 years	10%	20%
3	Investment performance ²	10 years	20%	10%
4	Non-financial	3 years	20%	20%
			65%	65%
Short-term incentive measures		Period	CEO weighting	CFO weighting
1	Fund management earnings	1 year	15%	15%
2	Fixed cost control ¹	1 year	5%	10%
3	Investment performance ²	5 years	10%	5%
4	Non-financial	1 year	5%	5%
			35%	35%
Total			100%	100%

¹ Growth in fixed costs, excluding project costs, over one year (short-term) and five years (long-term)

² Measured as the proportion of the firmwide AUM outperforming peers on an asset-weighted basis over five years (short-term) and 10 years (long-term)

75% of the award will be determined based on performance relative to financial measures. This comprises 45% long-term performance and 30% short-term performance.

Financial targets

When setting the performance targets for the coming year, the Committee took considerable care to ensure close linkage between performance and remuneration. Targets are designed to incentivise the executive directors to deliver on their mandate of unlocking long-term client and shareholder value during extended periods of market volatility and economic uncertainty.

Operating conditions will remain challenging for some time to come. However, the Policy affords the Committee discretion when considering total remuneration, to provide assurance that remuneration outcomes are in line with performance and the value created for shareholders.

Long-term

Long-term performance will be measured relative to the following three financial targets for the 2024 financial year:

Measure	Threshold	Target	Stretch
Fund management earnings	0%	5%	10%
Fixed cost control	10%	7.5%	5%
Investment performance	50%	65%	90%

Short-term

Given the performance periods remaining for these awards, the targets for the performance period ending 30 September 2024 are considered to be commercially sensitive and are therefore not disclosed here. The JSE, in terms of the Listings Requirements, does not allow for forecasting, which would include short-term targets.

Performance against short-term targets will be included on a retrospective basis.

The Committee will report on the relevant targets set and provide a description of the achievement levels and outcomes against these measures in the relevant Remuneration Report.

Non-financial targets

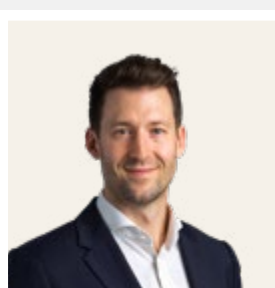
The executive directors are also required to meet non-financial targets that are key to ensuring Coronation's long-term sustainability. These are determined by the Committee, which may also set measurable goals against which to assess the executive directors' progress. These will be disclosed in the Board's annual Remuneration Report as detailed on *page 123*. These include, but are not limited to, the following:

Measure	Metric/description
Strategy and Value	Maintaining corporate culture, prioritising talent management, improving brand awareness and enhancing our product range
Operational excellence	Entrenching cost control culture, improving platform efficiency, high-quality financial reporting and management of tax matters
Governance	Building and maintaining an appropriate risk and compliance culture, driving transformation and prioritising ESG objectives
Clients and stakeholders	Strengthening relationships with key clients and stakeholders



Financial performance

Our financial review provides an overview of our financial results. Included in this report is a summary of the full audited annual financial statements for the year ended 30 September 2023. The audited annual financial statements are available at www.coronation.com.



FINANCIAL REVIEW

Our financial results for the period under review reflect the difficult environment which the business has been operating in the last few years with revenue down 2% and profits (headline earnings per share) down 50% (mainly as a result of the tax matter).

Condensed consolidated income statement

	2023 R MILLION	2022 R MILLION
Revenue	3 647	3 738
Total operating expenses	(2 154)	(1 862)
Profit from fund management	1 561	1 819
Profit before income tax	1 689	1 692
Income tax expense	(1 049)	(411)
Profit for the year	640	1 281
Headline earnings per share		
– basic	182.9	366.3
– diluted	182.9	366.3
Fund management earnings per share (cents)	165.2	387.0
Fund management earnings per share (cents)¹	370.2	387.0

¹ Excluding impact of tax matter

SARS tax matter

The Group is firmly of the view that the Supreme Court of Appeal (SCA) erred in its ruling with respect to Coronation's dispute with the South African Revenue Service (SARS). We are encouraged that the Constitutional Court has agreed to hear our case on Tuesday, 13 February 2024. This dispute has no material impact on our long-term sustainability, and we remain a well-capitalised and successful business. The Group has made full provision for the impact of said judgement, which has resulted in the significant decline in profits. Refer below for a breakdown of the total obligation in relation to the SARS matter.

Given that there have been no changes to the corporate structure, management's best estimate of the total obligation payable to SARS includes all the applicable years of assessment from 2012 to 30 September 2023 and amounts to R761 million.

	TAX R MILLION	INTEREST R MILLION	TOTAL R MILLION
Balance at 30 September 2022	–	–	–
Raised during the year ¹	561	200	761
Payments made to SARS ²	(278)	(162)	(440)
Balance at 30 September 2023	283	38	321

¹ Tax raised includes an amount of R502 million of tax related to prior years and R59 million related to the current period

² An amount of R55 million was paid to SARS in 2020 as security on the outstanding tax matter and pursuant to a successful suspension of payment request. On 28 March 2023 a payment amounting to R219 million was made to SARS on a without prejudice basis in order to facilitate the release of security ceded to SARS. A further payment of R166 million was made to SARS on 21 June 2023 on a without prejudice basis

Assets under management

Close to 95%¹ of our portfolios have outperformed their benchmarks since inception, and the performance of all our key portfolios has been particularly encouraging over the last 12 months. Total AUM have increased by 5% year on year at R602 billion (30 September 2022: R574 billion) and average AUM was flat year on year (y/y) at R620 billion (30 September 2022: R621 billion).

Net outflows for the period amounted to 10% of average AUM. This can largely be attributed to both industry-wide outflows from the global emerging markets asset class, as demand declined after a decade of weak performance, and to the contracting SA savings pool. Management believes that outflows from the domestic savings industry will continue as formal employment remains muted, households come under increasing pressure, and investors continue to externalise their savings.

Operating expenses

In an industry that is under severe pressure, with many businesses forced to cut costs, we are determined and well positioned to come strongly through this cycle and therefore continued to invest in our business. Total operating expenses for the 2023 financial year are up 8% y/y (excluding the impact of the tax matter). Areas of increased investment include client service systems, strengthening our local and global investment capabilities, optimising information systems, data management and cybersecurity, as well as ensuring compliance with a demanding regulatory environment.

Earnings

Diluted and basic headline earnings per share decreased 50% for the period to 182.9 cents (September 2022: 366.3 cents). Fund management earnings per share (FMEPS) decreased 57% for the period to 165.2 cents (September 2022: 387.0 cents). FMEPS is used by management to measure true operating financial performance.

For the current year, due to the impact of the tax matter, we introduced an additional FMEPS measure excluding the impact of the tax matter, refer to Pro Forma financial information per our annual financial statements. This measure excludes the full impact (i.e. including bonus and tax impacts) on FMEPS. FMEPS excluding the impact of the tax matter has decreased 4% to 370.2 cents when compared to FMEPS of 387.0 in the prior year.

Capital adequacy

Coronation remains a highly cash generative business with significant capital reserves.



¹ Company-wide, asset-weighted since-inception track record for funds with ≥10-year track records

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	30 SEPT 2023 R MILLION	30 SEPT 2022 R MILLION
Fund management activities		
Revenue	3 647	3 738
Other income/(losses)	76	(13)
Total operating expenses	(2 154)	(1 862)
Results from operating activities	1 569	1 863
Finance and dividend income	50	16
Finance expense	(58)	(60)
Profit from fund management	1 561	1 819
Share of profit of equity-accounted investee	5	5
Sundry gains/(losses)	110	(129)
Income/(losses) attributable to policyholder linked assets and investment partnerships	13	(3)
Net fair value gains on policyholder and investment partnership financial instruments	118	122
Administration expenses borne by policyholders and investors in investment partnerships	(105)	(125)
Profit before income tax	1 689	1 692
Income tax expense	(1 049)	(411)
Taxation on shareholder profits	(1 036)	(414)
Taxation on policyholder investment contracts	(13)	3
Profit for the year	640	1 281
Other comprehensive (losses)/gains	(6)	30
Foreign currency translation differences for foreign operations	(6)	30
Total comprehensive income for the year	634	1 311
Profit attributable to:		
- equity holders of the company	640	1 281
Profit for the year	640	1 281
Total comprehensive income attributable to		
- equity holders of the company	634	1 311
Total comprehensive income for the year	634	1 311
Earnings per share (cents)		
- basic	182.9	366.3
- diluted	182.9	366.3

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	30 SEPT 2023 R MILLION	30 SEPT 2022 R MILLION
Assets		
Intangible assets	1 088	1 088
Equipment	26	15
Right-of-use assets	58	74
Investment in equity accounted investees	41	41
Deferred tax assets	175	176
Investments backing policyholder funds and investments held through investment partnerships	61 483	54 718
Investment securities	639	1 341
Taxation receivable	-	62
Trade and other receivables	686	684
Cash and cash equivalents	1 141	656
Total assets	65 337	58 855
Liabilities		
Long term borrowings	535	481
Long term other payables	29	6
Lease liabilities	88	106
Deferred tax liabilities	41	6
Policyholder investment contract liabilities and liabilities to holders of interests in investment partnerships	61 469	54 712
External investors in consolidated funds	-	648
Taxation payable	433	-
Trade and other payables	669	857
Total liabilities	63 264	56 816
Net assets	2 073	2 039
Equity		
Share capital and premium	256	256
Retained Earnings	1 668	1 630
Reserves	149	153
Total equity	2 073	2 039

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	SHARE CAPITAL AND PREMIUM R MILLION	FOREIGN CURRENCY TRANSLATION RESERVE R MILLION	RETAINED EARNINGS R MILLION	SHARE- BASED PAYMENT RESERVE R MILLION	TOTAL EQUITY R MILLION
Balance at 30 September 2021	256	111	1 888	11	2 266
Total comprehensive income for the year					
Profit for the year			1 281		1 281
Other comprehensive gains					
Currency translation differences		30			30
Total comprehensive income for the year		30	1 281		1 311
Transactions with owners recorded directly to equity					
Share-based payments				1	1
Dividends paid			(1 539)		(1 539)
Total transactions with owners			(1 539)	1	(1 538)
Balance at 30 September 2022	256	141	1 630	12	2 039
Total comprehensive income for the year					
Profit for the year			640		640
Other comprehensive losses					
Currency translation differences		(6)			(6)
Total comprehensive income for the year		(6)	640		634
Transactions with owners recorded directly to equity					
Share-based payments				2	2
Dividends paid			(602)		(602)
Total transactions with owners			(602)	2	(600)
Balance at 30 September 2023	256	135	1 668	14	2 073

CONSOLIDATED STATEMENT OF CASH FLOWS

	30 SEPT 2023 R MILLION	30 SEPT 2022 R MILLION
Cash flows from operating activities		
Profit from fund management	1 561	1 819
Non cash and other adjustments	2	119
Operating profit before changes in working capital	1 563	1 938
Working capital changes	(175)	(170)
Increase in trade and other receivables	(10)	(15)
Decrease in trade and other payables	(165)	(155)
Cash flows utilised in policyholders and investment partnership activities*	(21)	(1 081)
Cash generated from operations	1 367	687
Interest on lease liability paid	(7)	(12)
Interest paid	(36)	(33)
Income tax paid	(512)	(406)
Net cash generated from operating activities	812	236
Cash flows from investing activities		
Finance and dividend income	43	16
Acquisition of equipment	(25)	(6)
Net disposal of investment securities	210	258
Net cash from investing activities	228	268
Cash flows from financing activities		
Dividends paid	(602)	(1 539)
Proceeds from long term borrowings	46	-
Lease liability paid	(14)	(20)
Net cash utilised in financing activities	(570)	(1 559)
Increase/(decrease) in cash and cash equivalents	470	(1 055)
Net increase in cash and cash equivalents - shareholders	491	26
Net decrease in cash and cash equivalents - policyholders and investment partnerships*	(21)	(1 081)
Cash and cash equivalents at beginning of the year	6 460	7 485
Cash and cash equivalents at beginning of year - shareholders	656	600
Cash and cash equivalents at beginning of year - policyholders and investment partnerships*	5 804	6 885
Effect of exchange rate fluctuations on cash held	(6)	30
Cash and cash equivalents at end of the year	6 924	6 460
Cash and cash equivalents at end of year - shareholders	1 141	656
Cash and cash equivalents at end of year - policyholders and investment partnerships*	5 783	5 804

* The above cash flows include the policyholder and investment partnership activities. These cash flows represent net contributions and withdrawals by policyholders and investment partnerships and the related investing activities. Cash and cash equivalents of policyholders and investment partnerships are not available for use by the shareholders of the Group.

NOTES AS SUMMARISED FROM THE CONSOLIDATED FINANCIAL STATEMENTS

1 BASIS OF PREPARATION AND ACCOUNTING POLICIES

The financial statements are presented in South African rand, rounded to the nearest million. The financial statements are prepared on the going concern and the historical cost bases, except for certain financial instruments which are stated at fair value.

The directors have made an assessment of the group's and company's profitability and financial position and have determined that the group and company will be a going concern for at least 12 months from approval of the consolidated and separate financial statements. Therefore these consolidated and separate financial statements have been prepared on a going concern basis. The accounting policies applied in the preparation of the financial statements have been consistently applied to all the years presented and are in terms of International Financial Reporting Standards.

The financial statements have been prepared under the supervision of N Salie CA(SA).

The audited annual financial statements of the Company for the year ended 30 September 2023, together with the reports by the directors, the external auditor and the Audit Committee, were approved by the Board of Directors of the Company (the Board) on the 5th of December 2023 and are available on the Company's website, www.coronation.com.

2 OPERATING SEGMENTS

Segment information is presented in respect of the Group's operating segments based on geographical location. The international segment consists of internationally domiciled funds and clients as well as South African clients with international mandates.

Inter-segment pricing is determined on an arm's length basis.

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

Each segment's operating profitability is measured based on segment results and the segment's income from fund management.

NOTES AS SUMMARISED FROM THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

	AFRICA		INTERNATIONAL		GROUP	
	2023 R MILLION	2022 R MILLION	2023 R MILLION	2022 R MILLION	2023 R MILLION	2022 R MILLION
2 OPERATING SEGMENTS						
(continued)						
Segment report						
Fund management						
Segment external revenue	2 568	2 625	1 079	1 113	3 647	3 738
Segment operating expenses*	(1 559)	(1 365)	(595)	(497)	(2 154)	(1 862)
Segment result	1 009	1 260	484	616	1 493	1 876
Segment financial income/ (losses)	178	25	(52)	(22)	126	3
Finance and dividend income	41	15	9	1	50	16
Other income/(losses)	137	10	(61)	(23)	76	(13)
Segment finance expense	(51)	(50)	(7)	(10)	(58)	(60)
Segment income from fund management	1 136	1 235	425	584	1 561	1 819
Share of profit of equity accounted investee	5	5	-	-	5	5
Sundry gains/(losses)					110	(129)
Income/(losses) attributable to policyholder linked assets and investment partnerships					13	(3)
Net fair value gains on policyholder and investment partnership financial instruments					118	122
Administration expenses borne by policyholders and investors in investment partnerships					(105)	(125)
Profit before income tax					1 689	1 692
Income tax expense					(1 049)	(411)
Taxation on shareholder profits					(1 036)	(414)
Taxation on policyholder investment contracts and investors in investment partnerships					(13)	3
Profit for the year					640	1 281
Attributable to:						
- equity holders of the company					640	1 281
					640	1 281

* Included in segment operating expenses are personnel expenses of R1.3 billion and information technology expenses of R226 million, the majority of which relate to the Africa operating segment. In addition, interest amounting to R200 million, related to the SARS tax matter are included in operating expenses, the majority of which relates to the International operating segment.

NOTES AS SUMMARISED FROM THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

	AFRICA		INTERNATIONAL		GROUP	
	2023 R MILLION	2022 R MILLION	2023 R MILLION	2022 R MILLION	2023 R MILLION	2022 R MILLION
2 OPERATING SEGMENTS						
(continued)						
Segment report						
(continued)						
Segment assets	1 368	1 561	1 124	1 197	2 492	2 758
Right-of-use assets	12	19	46	55	58	74
Intangible assets	-	-	-	-	1 088	1 088
Investment in equity-accounted investee	-	-	-	-	41	41
Deferred tax assets	-	-	-	-	175	176
Investments backing policyholder funds and investments held through investment partnerships	-	-	-	-	61 483	54 718
Total assets	1 380	1 580	1 170	1 252	65 337	58 855
Segment liabilities	463	1 600	770	392	1 233	1 992
Lease liabilities	36	50	52	56	88	106
Deferred tax liabilities	-	-	-	-	41	6
Policyholder investment contract liabilities and liabilities to holders of interests in investment partnerships	-	-	-	-	61 469	54 712
Taxation payable	-	-	-	-	433	-
Total segment liabilities	499	1 650	822	448	63 264	56 816

Major customers

None of the Group's customers individually represent revenue in excess of 10% of the Group's total revenue.

3 TAX PAYABLE: SOUTH AFRICAN REVENUE SERVICE (SARS) MATTER

The Group has been the subject of a review by SARS on a matter of principle relating to its international operations, to which management has objected. In the 2021 financial year, this matter was heard in the Western Cape Tax Court (the Court) and the Court ruled in the Group's favour on 17 September 2021. SARS subsequently appealed this judgment, and the matter was heard before the Supreme Court of Appeal (SCA) on 17 November 2022. The SCA handed down its judgment on 7 February 2023, in which, based upon its interpretation of certain provisions of the Income Tax Act, upheld SARS' appeal and ordered CIMSA to pay additional taxes in respect of profits earned by its international operations, together with interest and costs. The SCA dismissed SARS' claim for penalties which SARS has subsequently appealed.

Prior to the SCA ruling, a contingent liability was disclosed as a possible obligation existed at that point. The ruling by the SCA is considered as an obligating event and as such the Group has a present obligation as defined by IFRS to pay the additional taxes and interest. As a result and given that there has been no changes to the corporate structure, management's best estimate of the total obligation payable to SARS includes all years of assessments from 2012 to 30 September 2023 and amounts to R761 million. The tax payable portion of the total obligation due is disclosed in the tax liability and the interest payable has been recognised as a provision and disclosed in trade and other payables.

Management, supported by external legal advisers involved in the matter, have since applied to the Constitutional Court for leave to appeal the SCA judgment. On Friday, 1 September 2023 the Constitutional Court issued a directive that it will hear CIMSA's application for leave to appeal and hear argument on the merits of the matter and we await notice of the hearing date.

Included in tax payable is the SARS matter obligation amounting to R283 million. The related interest is recognised as a part of trade and other payables. Note the total obligation is exclusive of any potential penalties.

NOTES AS SUMMARISED FROM THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

3 TAX PAYABLE: SOUTH AFRICAN REVENUE SERVICE (SARS) MATTER (continued)

	TAX R MILLION	INTEREST R MILLION	TOTAL R MILLION
Balance at 30 September 2022	–	–	–
Raised during the period*	561	200	761
Payments made to SARS**	(278)	(162)	(440)
Balance at 30 September 2023	283	38	321

* Tax raised includes an amount of R502 million of tax related to prior years and R59 million related to the current period.

** An amount of R55 million was paid to SARS in 2020 as security on the outstanding tax matter and pursuant to a successful suspension of payment request. On 28 March 2023 a payment amounting to R219 million was made to SARS on a without prejudice basis in order to facilitate the release of security ceded to SARS. A further payment of R166 million was made to SARS on 21 June 2023 on a without prejudice basis.

	2023 R MILLION	2022 R MILLION
4 INCOME TAX EXPENSE		
Taxation on shareholder profits		
Normal tax		
South Africa		
– current tax on income for the year	364	361
– adjustments in respect of prior years	1	(27)
– additional assessments: SARS matter	561	–
Related to prior period	502	–
Related to current period	59	–
Other – International		
– current tax on income for the year	80	64
Total current tax	1 006	398
Deferred tax		
South Africa	38	16
– Origination and reversal of temporary differences	38	10
– Reduction due to change in tax rate	–	6
International	(8)	–
– Origination and reversal of temporary differences	(8)	–
Total deferred tax	30	16
Taxation on shareholder profits	1 036	414
Taxation on policyholder investment contracts	13	(3)
Income tax expense	1 049	411
The rates of corporation tax for the relevant years are:		
South Africa	27%	28%
International (average)	16%	16%
Profit from fund management, share of profit from equity accounted investees and sundry gains	1 676	1 695
Taxation on shareholder profits	1 036	414
Effective tax rate excluding policyholder tax	62%	24%
Effective tax rate excluding policyholder tax and SARS matter	28%	24%

NOTES AS SUMMARISED FROM THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

	2023 R MILLION	2022 R MILLION
4 INCOME TAX EXPENSE (continued)		
Reconciliation of taxation on shareholder profits		
The tax charge is different to the standard rate as detailed below:		
Tax on profit before tax, at SA rate of 27% (2022: 28%)	452	475
Effect of tax rates in foreign jurisdictions	(58)	(63)
Tax on capital gain	5	25
Non-deductible expenses*	116	(27)
Tax Exempt Income	(27)	15
Non-taxable (income)/losses**	(13)	11
Under/(over) provided in prior years	1	(27)
Reduction in tax rate	-	6
Effect of equity-accounted profits included net of tax	(1)	(1)
Additional assessments: SARS matter	561	-
Taxation on shareholder profits	1 036	414
<i>* Non-deductible expenses include accounting adjustments and in the current year the non-deductible interest on the SARS matter</i>		
<i>** Non-taxable income/losses relates mainly to realised/unrealised gains/losses on investments</i>		
Tax on policyholder investment contracts		
Current tax		
South Africa		
- current tax on income for the year	4	6
Deferred tax		
South Africa	9	(9)
Tax on policyholder investment contracts	13	(3)
Income tax expense	1 049	411

5 CONTINGENT LIABILITIES: SOUTH AFRICAN REVENUE SERVICE (SARS) MATTER

As part of the SCA judgment handed down (as referenced in note 3*), the SCA dismissed SARS' claim for penalties. Subsequent to this ruling, SARS lodged a cross-appeal to the Constitutional Court to appeal the SCA decision to dismiss the penalties. Management deems it necessary to disclose a contingent liability as the outflow and payment of these penalties is dependent on whether the Constitutional Court will accept the cross-appeal as well as the outcome of the appeal. On 6 September 2023, the Constitutional Court issued a directive that it will hear SARS application for leave to cross-appeal and hear arguments on the merits of the matter. The matter will be set down for hearing by the Constitutional Court in due course. Management, supported by external legal advisers, remains confident of the Group's position and an outflow related to the penalties is not considered probable.

6 EARNINGS PER SHARE

	CENTS	CENTS
BASIC EARNINGS PER SHARE (CENTS)		
Basic earnings per share is calculated by dividing the earnings attributable to ordinary shareholders by the weighted number of ordinary shares in issue during the year.	182.9	366.3
	NUMBER	NUMBER
	'000	'000
Issued ordinary shares at beginning of year	349 799	349 799
Weighted average number of ordinary shares in issue during the year	349 799	349 799
Adjusted weighted number of ordinary shares potentially in issue	349 799	349 799

* Summarised from the consolidated financial statements

NOTES AS SUMMARISED FROM THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

6 EARNINGS PER SHARE (continued)

	2023 R MILLION	2022 R MILLION
Earnings attributable to shareholders	640	1 281
Earnings attributable to ordinary shareholders	640	1 281

	CENTS	CENTS
--	-------	-------

Diluted earnings per share (cents)

Diluted earnings per share is calculated by dividing the earnings attributable to ordinary shareholders, adjusted for the effects of dilutive ordinary potential shares, by the weighted average number of shares in issue during the year plus the weighted average number of ordinary shares potentially in issue.

182.9	366.3
--------------	-------

	2023 R MILLION	2022 R MILLION
Earnings attributable to shareholders	640	1 281
Diluted earnings attributable to ordinary shareholders	640	1 281

Headline earnings per share (cents)

Headline earnings per share has been calculated in accordance with Circular 1/2023 titled Headline Earnings issued by the South African Institute of Chartered Accountants.

	PROFIT BEFORE TAX R MILLION	TAX R MILLION	NON- CONTROLLING INTEREST R MILLION	EARNINGS ATTRIBUTABLE TO ORDINARY SHAREHOLDERS R MILLION	PER SHARE CENTS
2023					
Per the financial statements	1 689	(1 049)	–	640	182.9
Headline earnings	1 689	(1 049)	–	640	182.9
Diluted headline earnings per share (cents)				640	182.9
2022					
Per the financial statements	1 692	(411)	–	1 281	366.3
Headline earnings	1 692	(411)	–	1 281	366.3
Diluted headline earnings per share (cents)				1 281	366.3

	2023 CENTS	2022 CENTS
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DIVIDENDS PER SHARE		
Dividend distribution		
– interim: (2022: declared 24 May)	–	214
– final: declared 21 November 2023 (2022: 22 November)	165	172
Total dividend	165	386

NOTES AS SUMMARISED FROM THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

	2023 R MILLION	2022 R MILLION
7 LONG-TERM BORROWINGS		
Balance at beginning of year	481	451
Received during the year	46	–
Interest accrued	28	27
Interest paid	(28)	(27)
Foreign exchange losses	8	30
	535	481

The first 2 tranches of cumulative redeemable preference shares issued with fixed rate dividends payable quarterly have a capital payment of R300 million (2022: R300 million) due on 1 April 2025. On 31 August 2023 a new tranche of cumulative redeemable preference shares to the amount of R46 million were issued by CIMSA, dividends linked to JIBAR being payable on a quarterly basis with capital repayment due on 31 August 2027. The South African Revenue Bank (SARB) has indicated that ZARONIA has now been selected as the successor rate to JIBAR and thus upon the cessation of JIBAR, the reference interest rate on the preference shares will transition to ZARONIA as the applicable alternative benchmark rates selected.

Additional long-term borrowings at year-end reflect a term loan facility of R189 million (2022: R181 million) with the Standard Bank of South Africa Limited (Standard Bank) entered into on 18 October 2019, amounting to US\$10 million, for the purposes of funding for a Common Contractual Fund (CCF) issued by Coronation Global Fund Managers (Ireland) Limited. The loan facility is at a fixed rate and capital repayment is due on 17 October 2024.

8 FINANCIAL RISK DISCLOSURES

Fair value hierarchy

- + Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities. The fair value of policyholder and investment partnership liabilities that are included in Level 1 of the hierarchy, are measured with reference to the quoted prices in an active market of the investments underlying the liabilities.
- + Level 2: Inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as closing prices) or indirectly (i.e. derived from closing prices). The majority of Level 2 investments are deposits held with financial institutions. The fair values of these deposits are determined using a discounted cash flow valuation methodology based on market rates, reflecting the time value of money and counter party credit risk. The fair values of the policyholder and investment partnership liabilities included in Level 2, are measured with reference to the fair values of the mentioned assets underlying these liabilities. Cash and cash equivalent balances along with their related liabilities of R2 462 million (2022: R2 335 million) have been excluded from the below table in current and prior years respectively.
- + Level 3: Inputs for the asset or liability that are not based on observable market data (significant unobservable inputs).

R MILLION	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL
2023				
Investments backing policyholder funds and investments held through investment partnerships	54 012	5 009	–	59 021
Investment securities	629	–	10	639
	54 641	5 009	10	59 660
Policyholder, external investor and investment partnership liabilities	–	59 007	–	59 007
2022				
Investments backing policyholder funds and investments held through investment partnerships	47 750	4 633	–	52 383
Investment securities	1 331	–	10	1 341
	49 081	4 633	10	53 724
Policyholder, external investor and investment partnership liabilities	–	52 981	–	52 981

NOTES AS SUMMARISED FROM THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

8 FINANCIAL RISK DISCLOSURES (continued)

Fair value hierarchy (continued)

During the current year, an amount of R108 million (30 September 2022: R88 million) in debentures included in Investments backing policy holder funds and investments held through investment partnerships were transferred from Level 1 to Level 2 as these are now considered to be held in an inactive market and R65 million (30 September 2022: R185 million) moved from Level 2 to Level 1 as these are now considered to be in an active market. Transfers between levels of the assets and liabilities held at fair value occur when there is a change in market conditions, with transfers from level one occurring when assets and liabilities are no longer held in an active market and vice versa. Bonds are classified as level 1 if they have been traded within three months prior to the reporting date as the level 1 classification for these instruments are based on the liquidity basis.

Fair value for all other financial assets and liabilities have not been presented because they are not carried at fair value and their carrying amounts approximate fair value.

9 COMMITMENTS, CONTINGENT LIABILITIES AND GUARANTEES

Guarantees

Coronation Management Company (RF) Proprietary Limited is the disclosed partner in the Coronation Granite Hedge Fund en Commandite Partnership, the Coronation Granite Plus Hedge Fund en Commandite Partnership, the Coronation Multi-Strategy Arbitrage Hedge Fund en Commandite Partnership and the Coronation Presidio Hedge Fund en Commandite Partnership. As the disclosed partner, these companies are liable to third parties for all the liabilities of the partnership over and above the capital contributions, and future income which accrues to the partners as well as the retained and current profits and assets of the partnerships. The other partners have no further liability for further contributions, or to incur any liability to any third party over and above their contributions. Based on current performance the probability of payment is insignificant.

All portfolio risk inherent within the investment partnerships is managed within the general risk parameters and controls as set out in the Risk Management section of the Group's integrated report. In addition, the Coronation Investment Management SA (Pty) Ltd stands guarantor for the term loan facility of US\$10 million with Standard Bank (refer to note 7*).

* Summarised from the consolidated financial statements.

10 RECONCILIATION OF FUND MANAGEMENT EARNINGS

Fund management earnings are used by management to measure operating financial performance, being profit for the year excluding the net impact of fair value gains and losses and related foreign exchange on investment securities held by the Group. In management's view, this measure represents the earnings from core business activities of the Group, being fund management activities.

The calculation of fund management earnings is based on headline earnings attributable to ordinary shareholders, adjusted for the after tax and after bonus impact of sundry gains or losses disclosed in the condensed consolidated statement of comprehensive income. These sundry gains and losses include the fair value and foreign exchange movements on investment securities disclosed in the condensed consolidated statement of financial position.

	30 SEPT 2023 R MILLION	30 SEPT 2022 R MILLION
Headline earnings attributable to ordinary shareholders	640	1 281
Sundry (gains)/losses (condensed consolidated statement of comprehensive income)	(110)	129
Related tax* and bonus impact	48	(57)
Earnings from fund management	578	1 353
Fund management earnings per share (cents)*	165.2	387.0
Diluted fund management earnings per share (cents)	165.2	387.0

The impact of the SARS matter is a reduction in earnings (including the related bonus impact and tax thereon) amounting to R717 million (2022: nil).

* Based on South African corporate tax rate at the capital gains inclusion rate

11 EVENTS AFTER THE REPORTING PERIOD

The final cash dividend for the 2023 financial year of R577 million (165.0 cents per share) was declared based on the actual shares in issue of 349 799 102.

PROFORMA FINANCIAL INFORMATION

The pro forma financial information, which is the responsibility of the Group's directors, is presented in accordance with the JSE Listings Requirements, including JSE Guidance Letter: Presentation of pro forma financial information dated 4 March 2010 and the SAICA Guide on Pro Forma financial information. The pro forma financial information detailed below, relates to the impact of the SARS matter on the earnings of the group for the year ended 30 September 2023. The Non-IFRS financial information has been presented for illustrative purposes and, due to its nature, may not fairly present the Group's financial position or result. KPMG Inc has issued an unmodified reporting accountants' report on the Non-IFRS financial information for the year ended 30 September 2023, in accordance with International Standard on Assurance Engagements (ISAE) 3420, Assurance Engagements to Report on the Compilation of Pro Forma Financial Information Included in a Prospectus, issued by the International Auditing and Assurance Standards Board (*Reporting accountant report*). The starting point for all the Non-IFRS financial information has been extracted from the Group's condensed consolidated financial results for the year ended 30 September 2023 ("condensed consolidated financial results"). The non-IFRS reconciliations presented below are comprised of reviewed or audited financial information, as applicable.

FUND MANAGEMENT EARNINGS EXCLUDING IMPACT OF SARS MATTER

Fund management earnings are used by management to measure operating financial performance, being profit for the year excluding the net impact of fair value gains and losses and related foreign exchange on investment securities held by the Group. In management's view, this measure represents the earnings from core business activities of the Group, being fund management activities.

The calculation of fund management earnings is based on headline earnings attributable to ordinary shareholders, adjusted for the after tax and after bonus impact of sundry gains or losses disclosed in the condensed consolidated statement of comprehensive income. These sundry gains and losses include the fair value and foreign exchange movements on investment securities disclosed in the condensed consolidated statement of financial position.

Per note 3 on the SARS matter, the Group has a present obligation as defined in IFRS to pay the additional taxes and interest amounting to R761 million. The Annexure 2 information below reflects the operational fund management earnings excluding the impact of the SARS matter.

	30 SEPT 2023 R MILLION	30 SEPT 2022 R MILLION
Headline earnings attributable to ordinary shareholders	640	1 281
Sundry (gains)/losses (condensed consolidated statement of comprehensive income)	(110)	129
Related tax* and bonus impact	48	(57)
Earnings from fund management	578	1 353
Obligation raised on SARS Matter (refer to note 3)	761	-
Related bonus impact and tax thereon (27%)	(44)	-
Earnings from fund management excl. SARS Matter	1 295	1 353
Fund management earnings per share (cents)*	165.2	387.0
Diluted fund management earnings per share (cents)	165.2	387.0
Fund management earnings per share (cents)* excl. impact of SARS Matter	370.2	387.0
Diluted fund management earnings per share (cents) excl. impact of SARS Matter	370.2	387.0

The impact of the SARS matter is a reduction in earnings (including the related bonus impact and tax thereon) amounting to R717 million (2022: nil).

* Based on the South African corporate tax rate at the capital gains inclusion rate

TOTAL OPERATING EXPENSES EXCLUDING IMPACT OF SARS MATTER

Per note 3 the total obligation includes both taxes (R561 million) and interest (R200 million). The interest has been recognised in operating expense.

	30 SEPT 2023 R MILLION	30 SEPT 2022 R MILLION
Total operating expenses	(2 154)	(1 862)
Interest recognised on SARS matter	200	-
Related bonus impact	(60)	-
Total operating expenses excluding SARS matter interest	(2 014)	(1 862)



Company information

Annual General Meeting:

Tuesday, 20 February 2024 at 14:00

Share code (ordinary shares): CML

ISIN: ZAE000047353

LEI: 3789001BC9A294E6FF77

Board of Directors

Executive directors:

Mr Anton Pillay (Chief Executive Officer)

Ms Mary-Anne Musekiwa (Chief Financial Officer)

Non-executive directors:

Prof Alexandra Watson (Chairperson)

Mr Saks Ntombela

Ms Lulama Boyce

Ms Judith February

Dr Hugo Nelson

Mrs Madichaba Nhlumayo

Mr Neil Brown

Mr Phakamani Hadebe

Mrs Alethea (Lea) Conrad

Company Secretary

Ms Nazrana Hawa

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Transfer secretaries

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Rosebank 2196
Private Bag x9000
Saxonwold 2132

Auditors

KPMG Inc.
The Halyard
4 Christiaan Barnard Street
Foreshore
Cape Town 8001

Sponsor

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Disclaimer – Integrated Report

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For Fund/Strategy Investments: Performance figures are quoted gross of management fees after the deduction of certain costs incurred within the particular fund.

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